

Summary of Change

15 May 2003

This revision incorporates new procedures for submitting changes to the Combat Maneuver Training Center model (para 3-6b(2)(d)2).

FOREWORD

USAREUR XXI--A VISION FOR THE 21ST CENTURY

America's Army in Europe is dedicated to executing the Nation's strategy. In support of that objective, USAREUR is structured and trained as a versatile and agile power-projection force that is ready for joint and multinational operations while providing for the readiness and well-being of its soldiers, civilians, and families.

As we stand at the threshold of a new millennium, USAREUR already exhibits the full-spectrum dominance called for in Joint and Army Visions 2010. We shape the international environment and promote regional stability through a variety of engagement activities and stability operations. We respond to crises on three continents with missions ranging from immediate humanitarian assistance to peace-support operations to aggression deterrence and high-intensity conflict (HIC). We prepare for an uncertain future through innovative and realistic training with Allies and friends by enhancing multinational-force compatibility and by influencing future capabilities. As we continue our transformation into a power-projection force that is able to integrate and leverage the capabilities and strengths of Allies and friends, we remain capable of responding unilaterally and decisively anywhere at any time.

CG, USAREUR/7A, STRATEGY MESSAGE

USAREUR today is the United States Army's most powerful forward-deployed force and constitutes a key player in America's National Military Strategy. We are strategically positioned to support Allies and friends in a part of the world that is of vital interest to the United States. As America's Army in Europe, we will continue to face the daunting task of committing forces for short-notice contingencies in uncertain, potentially hostile environments for extended periods. We are and will remain an agile, flexible, rapidly deployable force that is battle-ready and expert in joint and multinational operations. This requires us to keep our finger on the pulse of the international situation while maintaining our unique regional perspective.

Though we have undertaken a greater role in peace-support operations in recent years, we must never forget our mission: To fight and win our Nation's wars. Our mission concentrates on the basics of warfighting. We constantly prepare to conduct the full spectrum of contingency operations anywhere in the world. Our mission and mission-essential task list (METL) are designed to prepare the command for both peace-support operations and warfighting. We in USAREUR readily adapt to diverse and evolving asymmetrical threats from less technologically advanced adversaries as well as from near-peer competitors. America's best defense against these asymmetric threats is to maintain proficiency in a broad range of military capabilities.

We train our forces to deploy, fight, and win across the full spectrum of operations, and to meet the operational requirements of stability-and-support operations. Our training goal is to have forces proficient in their METL and prepared to meet any mission. We first concentrate on competency in the basics at the individual and collective level, then progress to unit training through all three training domains: live, virtual, and constructive. USAREUR commanders will ensure that all deployed forces receive sustainment and reintegration training so that they remain prepared to carry out their missions. USAREUR will provide training resources including time; land; ammunition; training aids, devices, simulators, and simulations (TADSS); distributed training, and funding. USAREUR also provides broad theater training strategies and standards with which to apply these resources.

USAREUR Strategy XXI establishes the framework for preparing USAREUR to advance in the 21st century. In this time of uncertainty and opportunity, USAREUR will continue to be a warfighting command that protects America's interests overseas, promotes regional stability, and fosters democratic ideals. We are evolving to meet future challenges while sustaining the technological advantages we enjoy. We will remain at the forefront as an Army agent for change. Aggressive and innovative leadership, challenging and realistic training, efficient stewardship of resources, and constant warfighting readiness are the core competencies that will coherently and cohesively take USAREUR into the future. USAREUR will continue to set the example for excellence in the profession of arms.

I challenge each of you to understand our strategy, share it, and use it as we remain

ON POINT FOR THE NATION.

***USAREUR Regulation 350-1**

Training

Training in USAREUR

22 July 2002

***This regulation supersedes USAREUR Regulation 350-1, 17 November 2000.**

For the Commander:

ANTHONY R. JONES
Major General, GS
Chief of Staff

Official:



MARILYN A. QUAGLIOTTI
Brigadier General, GS
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Summary. This regulation--

- Provides USAREUR training policy.
- Must be used with AR 350-1.

Summary of Change. This revision--

- Restructures the regulation for clarity and ease of use.
- Adds hyperlinks to publications and websites referenced throughout the document.

Applicability. This regulation applies to commanders of USAREUR and tenant commands (UR 10-5, app A) and DA civilians involved with training in USAREUR.

Supplementation. Commanders will not supplement this regulation without Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A (AEAGC-TD-DOT), approval.

Forms. USAREUR and higher-level forms (printed and electronic) are available through the USAREUR Publications System (UPUBS).

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. File numbers and descriptions are available on the United States Army Records Management and Declassification Agency website at <http://www.rmda.belvoir.army.mil>.

Suggested Improvements. The proponent of this regulation is the ODCSOPS (AEAGC-TD-DOT, DSN 475-8134/6730). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) through the ODCSOPS, HQ USAREUR/7A (AEAGC-TLO), Unit 29351, APO AE 09014, to the Seventh Army Training Command (AEAGC-TD-DOT), Unit 28130, APO AE 09114.

Distribution. B (UPUBS). This regulation is available only in electronic format.

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CHAPTER 1

INTRODUCTION

1-1. PURPOSE

This regulation--

- a. Provides the USAREUR Training Strategy.
- b. Addresses military training in USAREUR.
- c. Prescribes specific policy beyond that specified in DA publications.
- d. Bridges the gap between DA-level training doctrine and training execution.
- e. Specifies USAREUR training requirements and the training support available to help commanders maintain trained and ready forces (mission-essential training list (METL)-proficient) in the USAREUR environment.
- f. Mandates DA- and USAREUR-specific common military training, but does not limit the commander's scope in implementing this training. This regulation is intended to be descriptive in nature, but some requirements are prescriptive.
- g. Synchronizes training requirements from other USAREUR training publications and the training policy in USAREUR command policy letters.
- h. Provides a bottom-up training strategy based on making the most use of available training resources in USAREUR.
- i. Provides a "toolbox" for commanders to access valuable training information and maximize the effective use of critical training time, other limited resources, and the unique opportunities available to USAREUR units in Europe.
- j. Provides educational and training information for USAREUR DA civilians.

NOTE: Commanders of units that cannot adhere to the requirements of this regulation because of their mission or configuration will present these issues and request exceptions during quarterly or semiannual training briefings.

1-2. REFERENCES

Appendix A lists references with hyperlinks to the references.

1-3. EXPLANATION OF ABBREVIATIONS AND TERMS

The glossary defines abbreviations and terms.

1-4. USAREUR IMPERATIVES

USAREUR's imperatives are to--

- a. Be a strategic-projection force characterized by strategic responsiveness, ready to deploy rapidly anywhere in the world and adapt quickly to any operational environment, competently perform the full spectrum of operations at any intensity level ranging from humanitarian-assistance and peace-support operations to high-intensity conflict (HIC), and effectively sustain military power until the mission changes. USAREUR serves as a forward platform that enhances and augments the Total Army's capability to respond to crises worldwide. USAREUR will develop, structure, train, exercise, and station forces based on a modular concept. This method allows us to rapidly tailor, deploy, and sustain lethal early-entry and follow-on forces designed to accomplish a specific mission.
- b. Be expert in joint and combined operations as a leader, trainer, force provider, and enabler. USAREUR represents the U.S. commitment to NATO and European security, with a key role in adapting and strengthening alliances and coalitions to attain multinational-force compatibility and to promote regional stability. USAREUR forces continue to be fully interoperable with other U.S. military services and agencies as well as with Allies and potential partners. Operational understanding, efficiency, and effectiveness that can only be achieved through joint and combined training characterize this level of interoperability.
- c. Ensure the well-being of our people through a commitment to training, readiness, support, and community preparedness for our soldiers, civilians, and families. This is the basis for successfully conducting all other activities. USAREUR continues to be a safe, professionally rewarding, and personally enriching environment where our people take pride in being part of a winning organization.

d. Have a regional perspective as it serves as the role model for the militaries of emerging democracies, and foster cooperation in areas that have a high potential for crisis or conflict. USAREUR trains to respond to the unique threats and operational environments of the Eurasian-African theater.

e. Be an agent of change for the Army while fulfilling our responsibility by reinvesting the unique experiences of this theater--engagement, multinational operations, and response to a wide range of contingencies--to help the Army prepare for the future. Future challenges include shaping the international environment, providing enhanced capabilities in multinational operations, and responding to a full range of contingencies. These challenges will have a direct effect on how the Army trains and will influence new doctrine, organizations, equipment, and resource prioritization.

1-5. COMMANDER'S INTENT FOR TRAINING

a. In all environments, the initiative of Army leaders, the agility of Army units, the depth of Army resources, and the versatility of Army soldiers combine to allow Army forces to decisively conduct full spectrum operations. Commanders will synchronize offensive, defensive, stability, and support operations to defeat any enemy or dominate any situation--anywhere, anytime. Superiors trust and empower their subordinates to assess the situation, make decisions, develop courses of action, and execute to prepare them for combat and to develop them as effective leaders.

b. METL training is the first priority. This regulation enhances commanders' responsibilities for their units' performance on the battlefield. This is a "commander's regulation" for establishing standards within the unit's Band of Excellence for readiness across the full spectrum of operations, then provides resources and options for commanders to train to that end. The "mantle of command" carries a heavy weight of responsibility. Commanders will assess their units, determine deficiencies, establish clear priorities, estimate calculated risk, and make tough decisions. This regulation concentrates on empowering commanders and giving them ownership for their training program with the flexibility, authority, and resources to train their units to standard as they see fit. Commanders must always foster initiative, innovation, effective decision-making, acceptable risk-taking, and accountability.

c. Commanders owe their subordinates well-planned, properly coordinated, and adequately resourced training events that are executed as planned to provide predictability. As a minimum, commanders will maintain and lock in a 3-week training schedule and honor the schedule as a contract with their superiors and their subordinates. As anywhere in the Army, training resources are limited and USAREUR's unique training environment places a premium on live-training opportunities. We will continue to exploit the excellent advantage that out-of-sector and deployed-training opportunities provide USAREUR forces, an initiative that we call "Training in Europe."

d. No task in training USAREUR forces is more important than leader development, as this is critical to the success of the Army as an organization both on and off the battlefield. The Army's value-based leader competencies are the heart and soul of the soldier's profession, despite the increasingly turbulent operational environment created by political and technological changes. The Army and USAREUR stand on the brink of an awesome and powerful transformation. To meet the challenges ahead, commanders must create leaders who are adaptive and self-aware, grounded in the essential leadership competencies, and committed to life-long development in the profession of arms. That will be our strength and will ultimately ensure our success.

1-6. STRUCTURAL DIAGRAM

a. USAREUR maintains a balance between its readiness to accomplish its assigned mission (to fight and win our Nation's wars) and the requirement to be able to perform full spectrum operations (fig 1-1) at any time. The USAREUR Training Strategy (chap 3) is the "fulcrum" on which USAREUR units maintain that balance and focus their METL training.



Figure 1-1. USAREUR Structural Diagram

b. USAREUR has a training environment vastly different than that of forces based in the continental United States (CONUS). Chapter 4 provides some training requirements, but mostly directs the user toward useful training information. Chapter 5 provides training-management procedures and systems to help commanders manage high-paced training for their units. Chapter 6 provides information on theater-based training-support resources available to help commanders complete their missions.

1-7. RESPONSIBILITIES

a. CG, USAREUR/7A. The CG, USAREUR/7A--

(1) Establishes the strategy, themes, standards, certification gates, and commander's intent for training in USAREUR.

(2) Is the approval authority for the METLs of USAREUR and tenant commands (UR 10-5, app A).

b. Commanding General (CG), Seventh Army Training Command (7ATC). The CG, 7ATC--

(1) Serves as the Assistant Deputy Chief of Staff, Operations-Training (ADCSOPS-T), USAREUR. The ADCSOPS-T is the USAREUR proponent for training.

(2) Develops, coordinates, supervises, and provides resources for USAREUR Training Strategy programs and policy. This includes developing concepts and establishing requirements for all individual, staff, collective, and unit training for USAREUR-assigned units.

(3) Uses combat training center (CTC) resources and simulations to produce state-of-the-art live, virtual, and constructive exercises and mission rehearsals.

(4) Provides command and control for 7ATC, the Combat Maneuver Training Center (CMTC), the Directorate of Training (DOT), the Directorate of Simulations (DOS), the Seventh Army Noncommissioned Officer Academy, the Grafenwöhr Training Area (GTA), and the 100th Area Support Group (ASG).

(5) Develops, operates, and maintains USAREUR major training areas (MTAs).

(6) Provides training-resource support across the spectrum of training in USAREUR, from home station to the MTA. The CG, 7ATC, also coordinates the development and standardization of training policy, publications, systems, simulations,

devices, and training support center (TSC) management.

(7) Recommends to the Deputy Chief of Staff, Operations (DCSOPS), USAREUR, priorities for allocating, distributing, and constructing resources and facilities to support the total training effort. Provides home station training (HST) support through the regional training support centers (RTSCs) according to UR 350-220.

(8) Plans and develops policy, procedures, and supporting documents governing USAREUR participation in the Chairman, Joint Chiefs of Staff, Exercise and Training Program.

(9) Is the USAREUR proponent for the Army Training Requirements and Resources System (ATRRS) and the Training Resource Management System (TRMS) (at <https://trms.7atc.army.mil>).

(10) Provides command and control for the Warrior Preparation Center (WPC) on an alternate-year basis.

c. Deputy Chief of Staff, Personnel and Installation Management (DCSPIM), USAREUR.

(1) The DCSPIM--

(a) Has command and control over the 1st Personnel Command.

(b) Develops USAREUR programs for leadership training (officer professional development (OPD) and the Noncommissioned Officer Development Program (NCODP)), equal opportunity, safety, and officer and noncommissioned officer (NCO) personnel management policy.

(c) Is the USAREUR proponent for central processing facilities (CPFs).

(d) Manages and integrates Army Continuing Education System (ACES) and Army Civilian Training, Education, and Development System (ACTEDS) programs to ensure that programs are available for military and DA civilian career development. Appendix B provides general information on training civilian employees in USAREUR.

(e) Manages Army Community Services (ACS), including Army Family Team Building (AFTB), family readiness group (FRG), and sponsorship training.

(2) Under the DCSPIM, the Chief, USAREUR Safety and Occupational Health Office--

(a) Oversees the integration of risk-management and safety- and occupational-health requirements in training.

(b) Monitors overall training programs to ensure compliance with risk-management doctrine, safety policy, and occupational-health policy and guidance.

(c) Serves as the proponent for safety training, the hazardous material drivers course, and the hazardous goods adviser course.

d. Deputy Chief of Staff, Intelligence (DCSINT), USAREUR. The DCSINT--

(1) Monitors overall training programs of intelligence units to ensure compliance with current doctrine, policy and guidance.

(2) Serves as the USAREUR proponent for policy and guidance on foreign-language training and for the Tactical Intelligence Readiness Training (REDTRAIN) Program.

e. Deputy Chief of Staff, Operations (DCSOPS), USAREUR.

(1) The DCSOPS has general staff responsibility for planning, directing, and supervising the training of--

(a) USAREUR units.

(b) Reserve Component (RC) units based in CONUS that are conducting Overseas Mission Support (OMS) program missions.

(2) The Chief, Resource Management Office, Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A, coordinates and manages funds for training in USAREUR.

(3) The Chief, Plans Division, ODCSOPS, develops the USAREUR METL and supporting tasks.

(4) The Chief, Exercise Division, ODCSOPS, coordinates exercise requirements for units (including RC).

(5) The Chief, Force Management Division, ODCSOPS, coordinates and monitors the Army Modernization Training Program in USAREUR.

(6) The Chief, International Operations Division (IOD), ODCSOPS--

(a) Is the USAREUR proponent for international policy, guidance, and activities.

(b) Develops policy guidance for international and engagement activities.

(c) Coordinates and monitors international training and training-related events with the armed forces of Allies and other countries under the Partnership for Peace (PfP) Program, the Joint Contact Team Program (JCTP), and military-to-military programs.

(d) Is the USAREUR proponent for theater-engagement activities.

(e) Coordinates and monitors treaty-compliance training.

(7) The Chief, Aviation Division, ODCSOPS, is the USAREUR executive agent for aviation training. The CG, 7ATC, is the proponent for policy and guidance on aviation training. Appendix C provides information on aviation training in USAREUR.

(8) The Senior Army National Guard (ARNG) Adviser, USAREUR--

(a) Is the USAREUR proponent responsible for the coordination and oversight of ARNG training programs.

(b) Manages the USAREUR OMS Program for the ARNG.

(9) The Senior United States Army Reserve (USAR) Adviser, USAREUR--

(a) Is the USAREUR proponent responsible for the coordination and oversight of USAR training programs.

(b) Manages the USAREUR OMS Program for the USAR.

f. Deputy Chief of Staff, Logistics (DCSLOG), USAREUR. The DCSLOG monitors overall training programs of logistics units to ensure compliance with current doctrine, policy, systems, and guidance.

g. Deputy Chief of Staff, Engineer (DCSENGR), USAREUR. The DCSENGR monitors overall training programs of engineer units to ensure compliance with current doctrine, policy, and guidance. The DCSENGR also--

(1) Manages real estate in USAREUR.

(2) Supports training activities through management of facilities requirements and maintenance.

(3) Is responsible for facility construction.

(4) Supports ADCSOPS-T Integrated Training Area Management (ITAM) requirements.

- (5) Is responsible for handling encroachment matters.
- (6) Provides troop-construction management.
- (7) Provides design-engineering support for projects to enhance ranges and facilities.
- (8) Coordinates all matters concerning USAREUR training areas with the ADCSOPS-T.

h. Deputy Chief of Staff, Information Management (DCSIM), USAREUR. The DCSIM--

- (1) Monitors the training of signal units, data-processing units, and computer technicians to ensure compliance with current doctrine, policy, and guidance.
- (2) Develops information architecture, doctrine, and interoperability standards to achieve information superiority in support of both joint and combined warfighting forces.
- (3) Is the proponent of the USAREUR Computer-User Test and Certification Program.

i. Deputy Chief of Staff, Resource Management (DCSRM), USAREUR. The DCSRM--

- (1) Oversees the efficient and effective management of USAREUR resources.
- (2) Provides guidance and policy to USAREUR and tenant commands on how to use resources in a way that is consistent with command standards, good business practices, and external controls while maintaining the capability to meet unexpected demands.

j. Command Surgeon, USAREUR. The Command Surgeon--

- (1) Monitors overall training programs of medical units to ensure compliance with current doctrine, policy, systems, and guidance.
- (2) Has responsibility under the United States Code, title 10, for combat-health support for U.S. Army personnel in the USAREUR area of responsibility (AOR).

k. Chaplain, USAREUR. The Chaplain has staff responsibility for planning, assessing, conducting, monitoring, and supporting the training of chaplains and chaplain assistants.

l. Command Sergeant Major (CSM), USAREUR/7A. The CSM, HQ USAREUR/7A--

- (1) Advises the CG, USAREUR/7A, on policy pertaining to individual and small-unit training.
- (2) Assesses the state of individual and small-unit training in USAREUR, with particular attention to Company Commanders Training and Sergeants Time Training. The CSM, USAREUR/7A, reports assessments to appropriate USAREUR leaders.

m. Commanders of USAREUR and Tenant Commands. Commanders of USAREUR and tenant commands (UR 10-5, app A), except for ASGs, will--

- (1) Develop unit METLs that support the USAREUR METL according to FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>). Commanders will also--
 - (a) Publish separate METL conditions and standards for their command and staff.
 - (b) Approve the METL of wartime-aligned subordinate units and select battletasks.
- (2) Publish METL-based training strategies and training requirements for their subordinate units. Platoon through battalion annual-training plans will be based on the Combined Arms Training Strategy (CATS) developed by the United

States Army Training and Doctrine Command (TRADOC).

(3) Provide METL assessments, training status, training strategy, and training-program overviews twice a year to the CG, USAREUR/7A, during the semiannual training briefing (SATB).

(4) According to FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>), publish or update each year as necessary the command training guidance and major-events calendar for subordinate units. The command training guidance will include the command mission, goals, training philosophy, and training strategy.

(5) Publish timely and detailed information on training events so that subordinate units can “lock in” their training plans. Also plan, coordinate, allocate, and protect resources to implement training plans, create challenging conditions for training, and protect subordinate units from unprogrammed taskings and other training distracters.

NOTE: The CG, United States Army Southern Europe Task Force (USASETAF), is the primary proponent for airborne standing operating procedures (SOPs) governing conventional fixed and rotary-wing airborne-training issues and initiatives related to Company E, 51st Infantry Long-Range Surveillance Reconnaissance Company, V Corps. The CG, United States Army Special Operations Command (USASOC), is the primary proponent for airborne SOPs governing special, nonstandard fixed and rotary-wing airborne training issues and initiatives; waterborne operations; and administrative requirements related to related to Company E, 51st Infantry Long Range Surveillance Reconnaissance Company, V Corps. Direct coordination is authorized between USASETAF and the Commander, Company E, 51st Infantry Long Range Surveillance Reconnaissance Company, V Corps; the Commander, 5th Quartermaster Detachment, 21st Theater Support Command (21st TSC); and other USAREUR units and personnel temporarily or permanently on airborne status to accomplish this mission. The CG, USASETAF, will coordinate with USAREUR commanders for actions taken with their units relating to airborne training and operations.

n. ASG Commanders. ASG commanders will--

(1) Develop METL-based training plans. Training plans should be flexible enough to quickly adapt to unexpected operational requirements. Emphasis will be placed on force-protection training requirements in coordination with senior tactical commanders (STCs) and tenant units.

(2) Ensure that subordinate base support battalion (BSB) commanders publish a long-range training calendar. This calendar will be for at least 1 year and will be published at least 5 months before the start of the fiscal year.

(3) Operate CPFs and inprocessing training centers (ITCs) according to UR 612-1.

CHAPTER 2

DEFINING THE USAREUR TRAINING ENVIRONMENT

2-1. TRAINING DOMAINS

The USAREUR training environment requires an effective combination of live, virtual, constructive, and distributed training domains to enable units to gain the maximum benefit from limited training resources.

a. Live Domain. This domain constitutes soldiers, crews, and units physically conducting training in a field-type environment using their actual equipment while exposed to the full effects of weather, terrain, and limited visibility. This domain includes the use of training aids and devices, such as the Multiple Integrated Laser Engagement System (MILES), the Precision Gunnery System (PGS), and the Tank Weapons Gunnery Simulation System (TWGSS), to enhance live training. The TRMS Website (at <https://trms.7atc.army.mil>) provides descriptions of and schedules for live-domain TADSS.

b. Virtual Domain (Simulators). This domain constitutes individual soldiers, crews, and units training on systems that replicate all or part of their actual combat systems. Examples of individual and crew trainers are flight simulators, the unit conduct-of-fire trainer (UCOFT), the platoon gunnery trainer (PGT), engagement skills trainers, the Fire Support Combined Arms Tactical Trainer, and the Patriot Conduct-of-Fire Trainer (PCOFT). An example of a maneuver collective trainer is the Close Combat Tactical Trainer (CCTT). The TRMS Website (at <https://trms.7atc.army.mil>) provides descriptions of and schedules for virtual-domain TADSS.

c. Constructive Domain (Simulations). This domain primarily consists of units and staffs using maps, role players, and

computers to conduct training at battalion and higher echelons. Examples are Corps Battle Simulation (CBS), tactical simulation, Joint Conflict and Tactical Simulation (JCATS), and the Joint Deployment and Logistics Model. Simulation systems are effective tools for conducting mission planning and rehearsals. A commander can use a simulation system linked to real-world command, control, communications, computers, and intelligence (C4I) systems to plan, for wargame contingency operations (CONOPs), and to rehearse the interaction of a newly formed joint task force (JTF) headquarters. To make the best use of simulation systems, commanders must be aware of the capabilities and limitations of simulations and fully analyze simulation-supported assessments of contingency-plan executions. The 7ATC Website (at <http://www.grafenwoehr.army.mil/7atc/default.htm>) provides information on constructive-domain simulations.

d. Distributed Training Domain (Distance Learning). This domain constitutes individual soldier, leader, staff, and small-group training that precedes or augments collective training. Distributed training provides the required individual, leader, and staff knowledge, skills, and abilities (KSA) that serve as the foundation on which collective training is executed. Distributed training consists of traditional text, interactive multimedia, web-based, and video-teletraining. Commanders will plan for and use distributed training in the training cycle to ensure that their soldiers have the required KSA to conduct collective training. Individuals and leaders will use distributed training for professional self-development.

2-2. LIMITED RESOURCES

All resources, including money, time, and training space, are limited. Commanders are responsible for ensuring that their units use these limited resources effectively and train efficiently so that soldiers are prepared to fight and win. Commanders will prioritize training tasks based on their assessment of their unit’s METL. Innovative and competent leaders find ways to integrate the four training domains into multiechelon training to make the best use of valuable training resources. Fire coordination exercises (FCXs) and combined arms live-fire exercises (CALFEXs) serve as excellent examples of training opportunities that can incorporate an efficient blend of live, virtual, and constructive training.

2-3. REGIONAL TRAINING SUPPORT CENTERS

The RTSC concept (fig 2-1) transfers the HST support mission from the ASG and BSB to the 7ATC. The realignment places all USAREUR training support (local training area (LTA), MTA, and deployed locations) under one command. The structure will align theater-support assets on a regional basis and concentrate on supporting HST requirements through the creation of RTSCs. This structure will provide flexible, prioritized support to USAREUR training units and an internal capability to shift resources (personnel, equipment, and funding) among locations to meet training requirements. Local TSCs will function as a single POC for unit-training-support requirements.

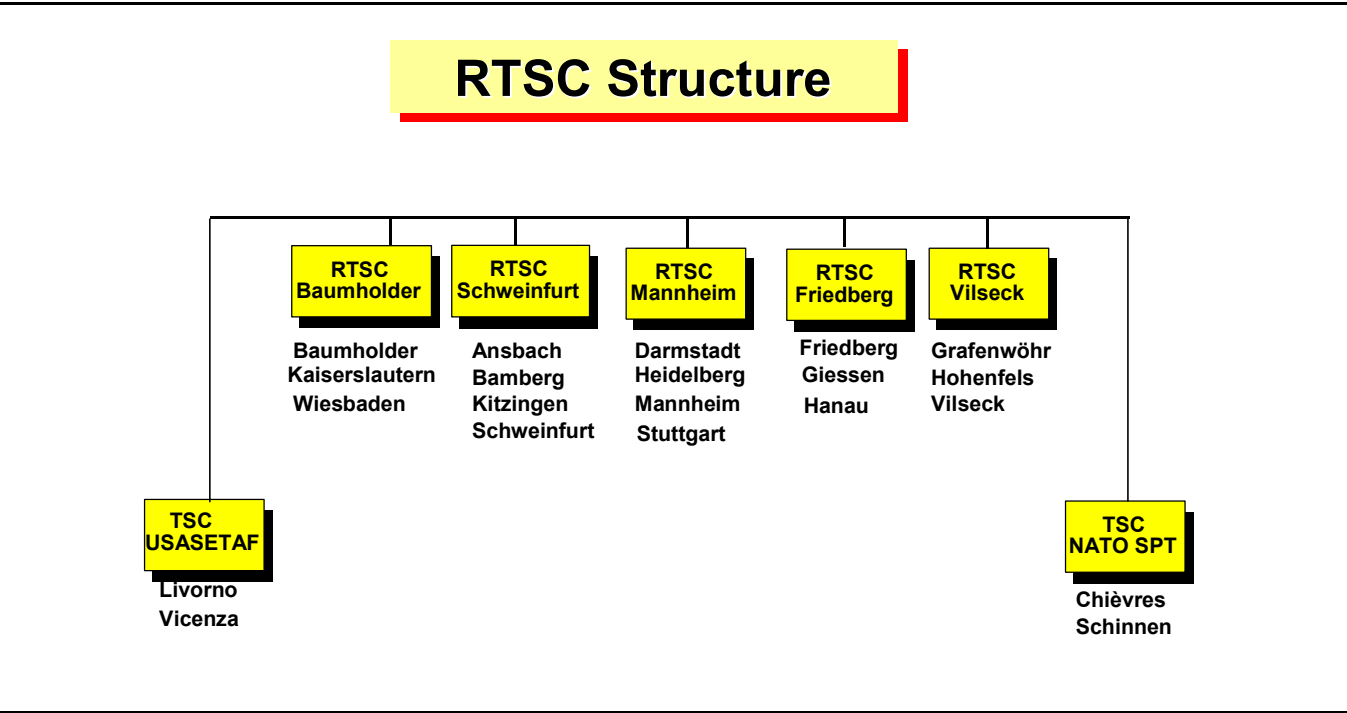


Figure 2-1. RTSC Structure

2-4. SOFA AND HOST-NATION RESTRICTIONS

HST and training at LTAs are the first steps for units to achieve METL proficiency. USAREUR units, however, train in a unique environment affected by the NATO Status of Forces Agreement (SOFA). Supplemental, bilateral, and administrative agreements derived from the SOFA impose restrictions that limit the training units may conduct. Advance planning and coordination for theater resources, including host-nation (HN) permission, are the keys to successful training in a constrained training environment.

a. Primary training restrictions in USAREUR relate to LTAs, maneuver coordination areas (MCAs), and firing hours. Restrictions and specific information on firing hours are in UR 350-10, UR 350-50, and UR 350-220; MTA SOPs; and local range SOPs.

b. LTA training restrictions are imposed through real-property obligation documents and HN law. These restrictions are not all-inclusive and may change.

c. German law restricts noise, pollution, and digging; it also requires permits and licenses for certain training activities. The German Federal Ministry of Defense (FMOD) requires 7 workdays to approve waivers to restrictions placed on USAREUR units. Deployment-related waivers may be approved in less time.

d. USAREUR reduces the damage caused by mounted maneuver vehicle training through the ITAM Program. Force readiness depends on highly realistic training; constant use, however, causes damage that reduces the quality of training on these lands if not addressed in the early stages. The ITAM Program provides for land management that ensures that training areas are in condition for training and also preserves the environment according to HN standards. Early intervention helps maintain the fragile balance between the mission and the environment. The ITAM Program ensures compliance with the strict HN environmental laws, maximizes training-area space, and prevents future environmental-compliance-related bills.

e. German law requires that permits for range modifications and construction be submitted to the *Wehrbereichsverwaltung* (German Armed Forces Administration) for approval. Approval is required to ensure safety requirements are met.

CHAPTER 3 TRAINING STRATEGY

3-1. USAREUR TRAINING STRATEGY

a. USAREUR.

(1) The USAREUR Training Strategy highlights specific training events that occur during selected fiscal years between the combined, joint, and service (corps, division, brigade, and below) echelons. USAREUR has successfully conducted training at each of these echelons by developing progressive service-training plans, but works to improve relationships and synergy between echelons. The intent of the Training Management and Support Template (fig 3-1) is to stimulate planners at each level to synchronize training events and planning to increase entry-level competencies, thereby maximizing the training benefit.

(2) The Training Management and Support Template is a 4-year model. This does not mean, however, that training events happen only once every 4 years. This model is not absolute; it provides a framework for units to build their training plans, accomplish their training, and support higher-headquarters events. The same approach applies for the higher headquarters relative to its subordinate units. The objective and most challenging aspect of the training strategy is to ensure USAREUR's ability to successfully serve as two- and three-star JTF headquarters while ensuring interoperability with our NATO Allies.

(3) The USAREUR Training Strategy incorporates the categories of training in joint-training publications. Units train their category 1 (service) skills at the corps and below echelons. Categories 2 (component interoperability) and 3 (joint) training takes place at the joint echelon level. Categories 4 (multinational interoperability) and 5 (joint/multinational) training takes place at the combined-training level. The endstate of this strategy is to support these prescribed command and force

requirements with practiced (“P” rating) leaders, staff, and forces at all echelons shown in the figure. Predominately in the USAREUR training environment, training at these echelons occurs in the constructive training domain using computer simulations to challenge and develop commanders and staff.

(4) The USAREUR Training Strategy is an extension of the CATS, but it is executed at higher echelons than the level provided for by CATS. At each echelon, sequential training events follow a “crawl-walk-run” progression that gradually increases in difficulty and realism for commanders and their staff.

(5) The fast-paced environment in USAREUR requires us to incorporate and synchronize training events at all echelons to gain the greatest benefit when balanced against limited resources. For this reason, the USAREUR Training Strategy is event-based and uses the concept of “leveraging” subordinate and higher events to meet training requirements and maximize the limited training resource of time. This strategy provides a framework by which commanders and staffs at all levels can develop their training programs to maximize the benefits of all training events conducted under varying conditions at the service-specific Army force (ARFOR), joint, and combined echelons.

b. Combined. The highest echelon of training, and perhaps the most challenging, is maintaining USAREUR’s ability to participate in the combined-operations environment. Since USAREUR units do not have a wartime mission to serve as a combined JTF headquarters, most training opportunities occur through interoperability-awareness and engagement events. Exercises involving the Allied Command Europe (ACE) Rapid Reaction Corps (ARRC), Regional Command North (RC (North)), and the ACE Mobile Forces (Land) (AMF (L)) typically require augmentation by USAREUR forces. USAREUR units participate in exercises that improve interoperability proficiency among other nations and therefore accomplish categories 4 and 5 training according to joint training doctrine.

c. Joint.

(1) Joint training in USAREUR occurs primarily at the two- and three-star echelons involving the HQ USAREUR/7A staff, V Corps, USASETAF, or possibly division assets serving as headquarters for joint exercises. Additionally, V Corps and USASETAF unit training includes events designed to improve interoperability proficiency between services and training in a joint environment (categories 2 and 3 training). This component interoperability training concentrates on reinforcing USAREUR’s ability to seamlessly integrate with systems, units, and forces from other services (Navy, Air Force, Marines), which results in maximum combat effectiveness on the battlefield.

Training Management and Support “Template” for USAREUR Forces



Figure 3-1. Training Management and Support Template

(2) Three-star-command (usually V Corps) Joint Forces Land Component Command (JFLCC) exercises (Agile Leader series) occur annually. These exercises ensure commands are able to successfully integrate ground forces from other services during an operation and confirm their ability to serve as an ARFOR headquarters. USAREUR also participates in an exercise every 2 years to ensure its ability to fulfill the role as a three-star JTF headquarters. During these exercises, USAREUR (usually USASETAF, but possibly V Corps divisional elements) simultaneously reinforces its ability to become the JTF ARFOR.

(3) Two-star JTF headquarters (usually USASETAF) conduct annual exercises (Lion Focus and Agile Response series) to ensure commands maintain their JTF headquarters proficiency, typically concentrating on humanitarian-assistance operations or noncombatant evacuation operations (NEO). As they do with JFLCC exercises, USAREUR units also participate as the ARFOR to ensure their proficiency in that valuable skillset and to maintain its title 10 responsibilities.

(4) The United States Commander in Chief, Europe (USCINCEUR), has directed the CG, USAREUR/7A, to maintain the capability to lead combat, NEO, theater missile defense, consequence management, and humanitarian assistance JTFs. The CG, USAREUR/7A, has designated USASETAF as the nucleus for NEO or a humanitarian assistance JTF with the added capability to provide a two-star headquarters to lead this JTF. Accordingly, the CG, USASETAF, will develop an annual training plan that maintains JMETL proficiency for the USASETAF JTF nucleus. USAREUR, in coordination with USEUCOM, will recommend scheduling JTF headquarters exercises every 2 years to maintain proficiency for a NEO or humanitarian-assistance mission. These exercises will be placed on the Joint Chief of Staff exercise schedule and be objective-based by using theater mission requirements for areas where such a contingency is likely.

d. Corps.

(1) V Corps concentrates the execution of its service-specific training strategy to ensure ARFOR competency and therefore achieve success when called on to provide forces in a JTF. This ensures mastery and sustainment of category 1 tasks and supports training of categories 2 through 5 tasks.

(2) Optimally, V Corps ARFOR training generally begins after a division Warfighter exercise and builds on the subordinate divisions' lessons learned. V Corps training mirrors the annual training events in the division's ramp-up for a Warfighter. ODP and NCOPD programs occur simultaneously at corps and below, as do command post exercises (CPXs). While divisions conduct deployment exercises (DEPEXs) for select units, V Corps can leverage these events to exercise its ability to command and control deploying units. V Corps participates in a Battle Command Training Program (BCTP) seminar and a pre-BCTP exercise before the capstone event (Warfighter). During the following year, V Corps will concentrate its efforts on exercises that maintain the level of training from the previous year, and improve its ability to become a force provider at the joint-echelon level.

e. Division.

(1) The USAREUR division training strategy is designed for divisions to execute training that normally occurs every 2 years. This training strategy culminates with the successful execution of the division's biennial Warfighter exercise (using the constructive domain), which is a key component of the Army's BCTP. This capstone event provides the senior leadership with the most thorough analysis of the division's ability to successfully accomplish its wartime mission.

(2) Generally, the division training strategy includes OPD and NCOPD programs throughout the training year to

form a solid foundation for follow-on, complex training events. OPD and NCOPD are critical and multifaceted programs that continue throughout the training year. Tactical operations center exercises and CPXs stress the commanders' and staffs' ability to command and control under relatively sterile, nontroop conditions. DEPEXs stress the unit's ability to begin the preparation for and movement to the aerial port of debarkation or seaport of embarkation, which usually culminates in the movement of selected units from home station through their port of embarkation to a training or contingency area. BCTP seminars provide an educational experience to division staffs in the context of the Warfighter scenario. Finally, pre-BCTP exercises (computer assisted exercises (CAXs)) provide the division's leadership with another appraisal of the unit's warfighting ability before the division's capstone event, the Warfighter exercise, or similar, large-scale exercise.

(3) Since division Warfighter exercises take place every 2 years, a division's offcycle, annual training strategy will follow the same sequence as the previous year, but will include an annual, division-level training event by leveraging the corps' Warfighter exercise.

f. Brigade Combat Team (BCT).

(1) The BCT is the first maneuver command level capable of self-sustainment and command and control in a JTF structure. It is also the only echelon capable of conducting training through integrating all three live, virtual, and constructive training domains with current technology. BCTs accomplish predeployment training as prescribed in annex T (Training Requirements and Guidance) of the associated operation plan.

(2) For squad through company echelon training, the strategy is built around a core sustainment-training program established by the "Road to CMTC" Diagram (fig 3-4). The BCT maintains service-component task proficiency using a proper balance of live, virtual, and constructive training domains at home station and at the MTA. The goal is to maximize the effectiveness of live training at platoon and company level, at home station, and at the MTA. A series of gates preceding the live training ensures that units meet preliminary training requirements in a virtual and constructive environment before moving to more demanding and resource-intensive live-training events. This training strategy applies to combat, combat support (CS), and combat service support (CSS) units.

(3) At battalion and brigade level, battlestaffs achieve and sustain proficiency through interactive execution of battlestaff drills in the constructive domain through the use of simulation-driven CPXs. Capstone events centered on the CMTC continue to provide the opportunity to bring units together at the battalion and brigade level in the live environment.

3-2. COMBINED ARMS TRAINING STRATEGY

The CATS is the Army's overarching strategy for the current and future training for total force integration from the individual through battalion level. The CATS facilitates commanders' planning with a framework for structured training development that includes unit, individual, and self-development training strategies and provides doctrinal strategies including events, gates, and training-resource options. The CATS provides each unit commander a model strategy that can be used to build and sustain proficiency in soldier, leader, crew, and collective tasks. The CATS also provides a foundation for quantifying and justifying required Army training resources, which feed into the budgeting process. This task-based, event-driven, battle-focused strategy serves as a training "template" that provides the Army with standard guidance on the task frequency needed to achieve METL proficiency and readiness requirements. Figure 3-2 provides steps to help commanders incorporate the CATS into their training plans.

a. The CATS is designed to sustain trained, ready units and to avoid fluctuations in readiness. Commanders will compare their unit's training strategy with the unit METL, readiness level, operating tempo (OPTEMPO) limits, and other available training resources (including time) to determine the best way to manage training for their units. Commanders will ensure that platoon through battalion training requirements are based on the CATS.

b. The CATS helps decision-makers identify, obtain, and manage resources to support future training and readiness. The CATS also helps training managers plan and conduct training.

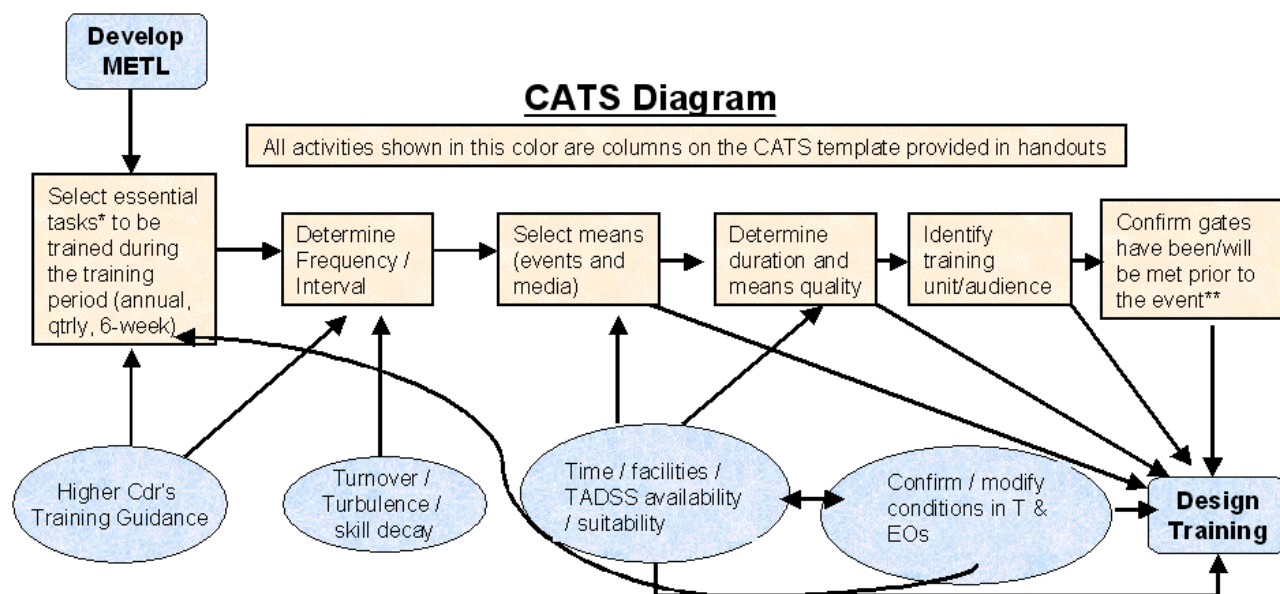
c. Appendix D provides more information and guidance on the CATS.

3-3. USAREUR MANEUVER BRIGADE TRAINING MODEL

a. General.

(1) The USAREUR Maneuver Brigade Training Model (fig 3-3) is designed to establish a working foundation for the 3-year training cycle of a regularly deployed BCT. The intent of this model is to provide units that regularly participate in deployments the predictability necessary to support long-range planning, resource allocation, and high-quality training execution. This model describes the training focus during predeployment, deployment (CONOP or scheduled rotation), reintegration, and sustainment periods. This model illustrates a process for the BCT to move through these training periods while maintaining HIC METL task proficiency and prescribed readiness levels.

(2) The 3-year training cycle is divided into two major phases: deployment and sustainment. This model recognizes and addresses the need to support intense, mission-specific training conducted during a ramp-up period based on the commander's assessment of METL tasks. Additionally, the model establishes a 180-day reintegration period to regain proficiency in HIC METL tasks, particularly following stability and support operations (SASOs). For illustrative purposes, this model is based on a 6-month deployment to the Balkans in support of SASOs. Commanders have the latitude, within training resource constraints, to adjust the objectives of gunnery events and CMTC-related events shown in the model.



NOTES:

This diagram shows only the steps discussed in the CATS Users Guide to get from METL development to training design. It is not intended to show the complete training management cycle, which also includes execution, post-execution assessment, and feedback phases.

*Essential tasks are those needing to be trained to retain proficiency at the T1 level and remain in the "Band of Excellence."

**A critical part of this activity is the allocation of time, facilities, and TADSS to subordinates so they can train to all gate requirements.

Figure 3-2. CATS Diagram

b. Deployment Phase. This phase consists of a 6-month ramp-up (predeployment), a 6-month CONOP deployment, and a 6-month reintegration, which comes to 18 months. During this phase, the BCT engages in activities related to a SASO CONOP deployment. Activities include both SASO and HIC training along with the tasks supporting predeployment, deployment, mission execution, redeployment, and reintegration.

(1) Ramp-Up. This is a transition period between the sustainment training phase and the deployment phase. This 6-month period includes intense training on HIC proficiency at home station and at the GTA. Also during the ramp-up, the BCT will complete a mission-rehearsal exercise (MRE) at the CMTC, complete predeployment activities, and take block

leave. The BCT will deploy at a T1 readiness level. Paragraph 4-6 provides more information on ramp-up and reintegration training.

(2) Deployment. During the CONOP deployment, the BCT will sustain individual- through crew-level HIC tasks. The commander's ability to conduct training at higher echelons will be based on training-resource availability and mission requirements. Commanders have the ability to conduct a level II (crew qualification) gunnery exercise.

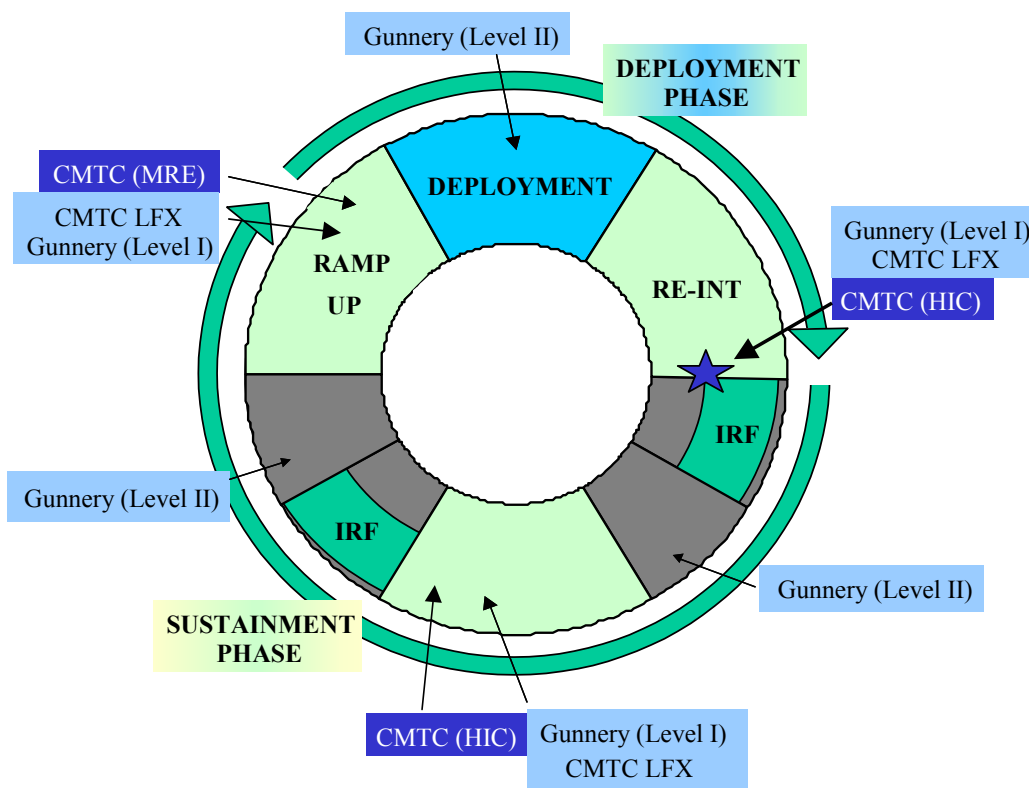


Figure 3-3. Maneuver Brigade Rotational Model

(3) Reintegration. The BCT is expected to redeploy from a 6-month SASO CONOP deployment at a T3 readiness level. After the BCT enters a recovery and block-leave period, the BCT will conduct HST concentrating on individual through battalion collective tasks using the live, virtual, and constructive domains. After at least 90 days of HST, the BCT will execute a level I (crew through platoon qualification) gunnery exercise at the GTA with a CMTC live-fire exercise (LFX) as the culminating event. This phase ends with a CMTC rotation concentrating on the HIC environment, which is approximately 6 months after the completion of a deployment. The CMTC rotation will also serve as a ready-force certification exercise. The BCT will conduct a DEPEX in conjunction with both the GTA density and the CMTC rotation. The BCT will complete this phase at a T1 readiness level. Additionally, the first 45 to 60 days of the reintegration period is an excellent opportunity for training at the Combined Arms Training Center (CATC) or through distance learning.

c. Sustainment Training Phase. During the 18 months that a BCT is not involved in a CONOP, it will train to maintain METL proficiency. This phase is divided into three periods of 6 months each.

(1) The first 6 months of the sustainment phase is the primary opportunity for training at the CATC or through distance learning. This is also a good time for the brigade to assume the ready-force mission. The BCT will receive other taskings from its parent division while maintaining the ready-force mission. The ready-force mission will consist of the USAREUR heavy immediate ready company, medium immediate ready company, and force-enhancement modules. The

ready force will conduct an emergency deployment readiness exercise (EDRE) during this initial period. The BCT could serve as the ready force for about 3 months. The BCT may conduct sustainment training within its capability at the individual through platoon level. Higher-level collective training may be done, but should not be considered a resource priority. Scheduled training must not hinder the BCT's requirement to support the ready-force mission. During this period, the BCT will also conduct a level II gunnery exercise at the GTA as part of the unit's normal sustainment-training program.

(2) During the next 6 months, units will conduct collective training through brigade level using the live, virtual, and constructive domains. The BCT will conduct a level I gunnery exercise at the GTA with a CMTC rotation (concentrating on operating in a HIC environment) as the culminating event that should be the higher-headquarters priority for training resources. This CMTC rotation may also be used as a ready-force certification exercise. The BCT will conduct DEPEXs in conjunction with GTA densities and CMTC rotations. The BCT will complete this cycle at a T1 readiness level.

(3) In the last 6 months, the BCT will conduct engagement activities in support of the USAREUR Engagement Strategy. The BCT will concentrate on platoon- through battalion-level training and will conduct a level II gunnery exercise at the GTA. The BCT will conduct a DEPEX in conjunction with the GTA density.

3-4. USAREUR "ROAD TO CMTC"

a. General.

(1) Preparation for the CMTC is a critical event that dominates many USAREUR unit annual training calendars. USAREUR's "Road to CMTC" (fig 3-4) strategy sequences critical training events for heavy-maneuver companies to ensure that they are able to meet USAREUR's overall training objectives while at the CMTC. These objectives include platoons arriving at the CMTC trained ("T" rating) and companies trained on METL tasks on completion of their situational training exercise (STX) lanes at the CMTC.

(2) The Road to CMTC (fig 3-4) is an annual training strategy designed to ensure that units achieve the highest level of proficiency on completing a CMTC rotation. The model shows the preferred sequence of level I (platoon qualification) and level II (crew qualification) gunnery as part of the annual train-up for the CMTC. The following provide more training information:

(a) FM 23-1 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/23-1/toc.htm>).

(b) UR 350-10.

(c) UR 350-50.

(d) The CATS Website (at <http://leav-www.army.mil/ctd/cats/index.htm>).

b. Annual Train-Up.

(1) Level I Gunnery + CMTC LFX. Figure 3-5 shows the first part of a unit's annual train-up for the CMTC and highlights events that a unit will conduct as it trains individual, collective, and unit tasks.

(a) Individual Training. DA Pamphlet 350-38 prescribes individual weapons qualification requirements. Commanders will ensure that their soldiers are qualified on their personal weapons before they begin collective training. This strategy follows the "crawl-walk-run" training method and gives commanders assurance that the soldiers are best able to accomplish increasingly difficult collective and unit-training tasks. This also includes accomplishing pre-gunnery training tasks, such as the Tank Crew Gunnery Skills Test (TCGST) and the Bradley Crew Gunnery Skills Test (BCGST), as established by applicable gunnery-training manuals. Paragraph 4-4f provides more information on individual weapons qualification.

(b) Collective Training.

1. The Standards in Weapons Training Commission (STRAC) establishes crew-served weapons-qualification requirements. Proficiency in collective-training tasks, as with individual training, prepares soldiers and units to conduct effective, higher-order training events.

Figure 3-4. The “Road to CMTC”

3. FM 3-20.12 and FM 23-1 recommend the sequencing of crew gunnery tables to attain crew qualification on Bradley and Tank Table VIII. Paragraph 4-5 provides more information. On completion of crew qualification on Tank Table VIII, platoons will conduct a 3-day war exercise as part of their Bradley and Tank Table XII requirements.

(c) Unit Training. After the 3-day war, companies will prepare for and execute a CMTC LFX. As part of this battalion 5-day exercise, companies will conduct Troop Leading Procedures, prepare an operation order (OPORD), and conduct live rehearsals culminating in a CMTC observer/controller (O/C)-utilized LFX. On completion of the level I gunnery and CMTC live-fire, companies should be at the high end of the Band of Excellence. This opens the door for successful execution of an off cycle CMTC rotation or an out-of-sector training opportunity that can fully exercise a company’s maneuver skills. Paragraph 4-6 provides more information on the CMTC LFX.

(2) Home-Station Sustainment. Between gunnery cycles, battalions will conduct sustainment training based on the commander’s assessment of training needs. The intent of this training is to ensure the “trough” of the Band of Excellence is minimized through adequate HST.

(3) Level II Gunnery + CMTC. Figure 3-6 shows the last period of a unit’s annual train-up for the CMTC. This figure also shows the events units will conduct as they train individual, collective, and unit tasks.

(a) Units will conduct individual and collective training through Tank Table VIII according to paragraph 3-3b.

(b) On completion of level II gunnery requirements, each platoon will conduct a 3-day STX at the GTA. Unit commanders will determine the specific tasks and overall scenario for platoons to execute. The platoon will use MILES and other TADSS as necessary. The brigade will provide opposing forces (OPFORs) and evaluators. This event will provide commanders another opportunity to ensure their platoons are trained in their collective tasks before to executing the company or team CCTT event and deployment to the CMTC.

(c) After completing platoon STXs, commanders will form their units into company or teams to execute an exercise lasting at least 1 day using the CCTT. Each maneuver battalion will be provided 5 days in CCTT simulators to provide the greatest opportunity for commanders to further improve METL tasks. Brigades will develop company scenarios based on the commander’s METL assessment and provide objective feedback through brigade-resourced O/Cs. This feedback should provide company commanders with enough information to enable them to retrain on any deficient METL tasks during their 5 STX days at the CMTC, and thereby meet USAREUR Training Strategy requirements.

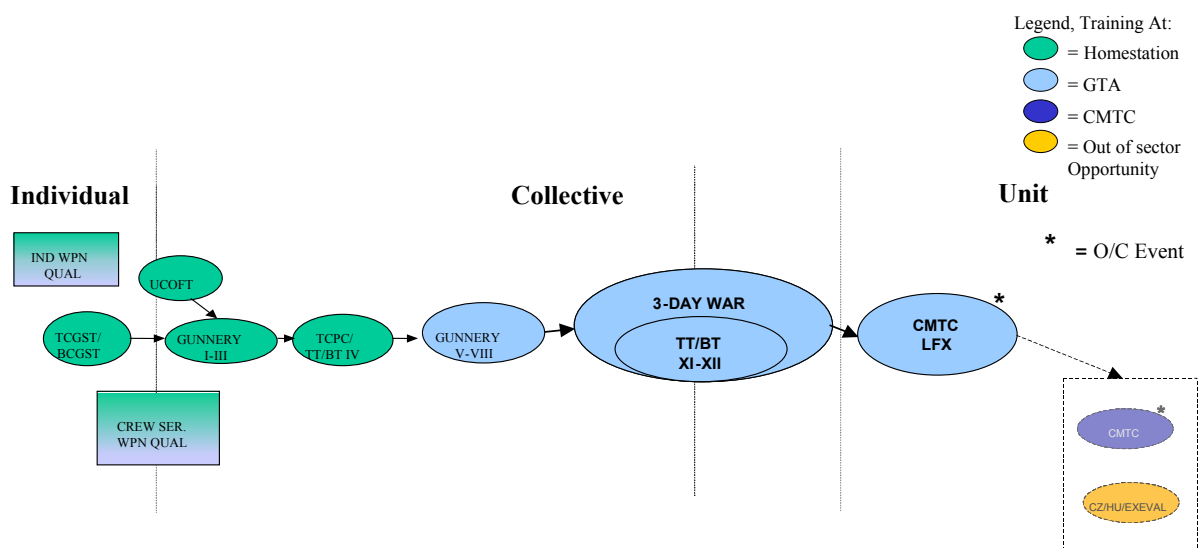


Figure 3-5. Level I Gunnery + CMTC LFX

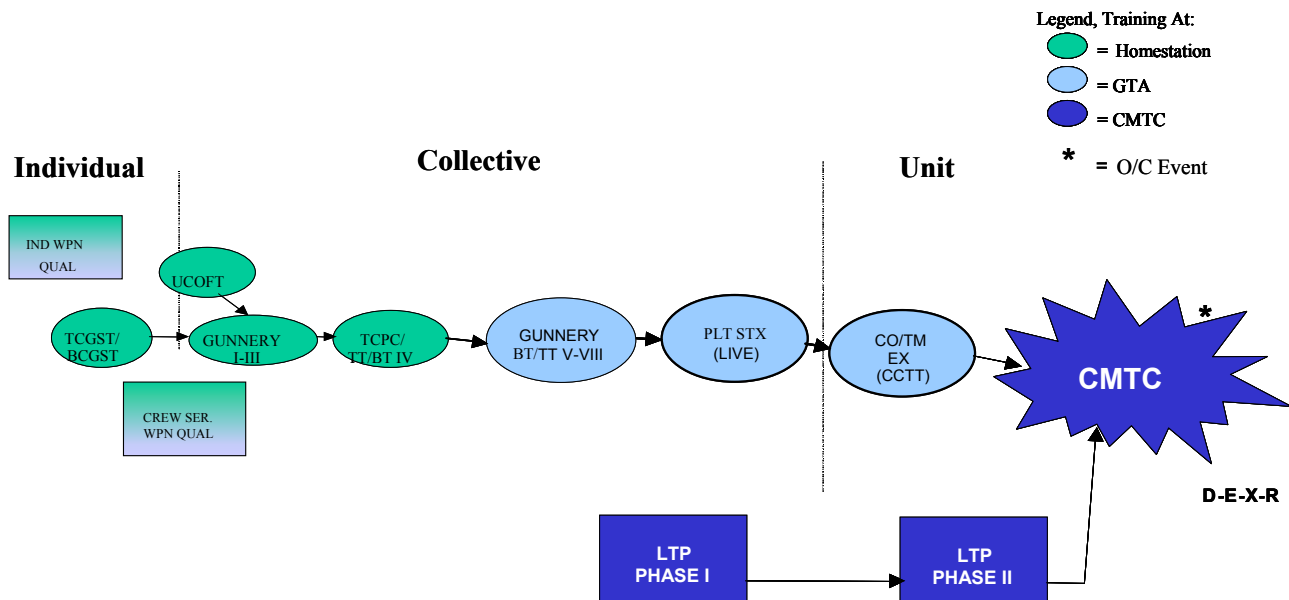


Figure 3-6. Level II Gunnery + CMTC

(4) Leader and Staff Development Program (LSDP). The LSDP is a two-phased event designed to provide an opportunity for battalion and brigade staffs to train as a component of a unit's preparation for the CMTC. UR 350-50 provides more information on the LSDP.

3-5. HOME-STATION TRAINING STRATEGY

The USAREUR HST goal is to make the best use of home-station resources and LTAs. The HST strategy is to develop and sustain individual competencies, such as common-task proficiency, military occupational specialty (MOS)-specific skills, leader skills, and marksmanship. The HST strategy concentrates on training collective tasks (including preliminary gunnery training) up to platoon level, and battlestaff tasks up to brigade level in support of the unit METL.

a. Combat units will conduct individual- through platoon-level training in the live and virtual domains and for echelons above company level in the constructive domain before training at MTAs. Units may use simulators, the UCOFT, the PGT, and flight simulators to sharpen basic gunnery skills. The CCTT may be used for maneuver training through company level and possibly up to battalion level (with platoon leaders controlling tethered platoons). Only after units have become proficient in these tasks should they enter higher-level collective events at MTAs where they will conduct force-on-force and unit live-fire training.

b. CS and CSS units should concentrate on individual and crew or squad training; conduct limited collective training, such as site setup and orders drills; and use constructive simulation to drive realistic planning requirements.

c. HST includes force-protection and nuclear, biological, and chemical (NBC) training as outlined in UR 525-13 throughout the training environment.

d. HST may include constructive simulations (like the JCATS), the Digital Battlestaff Sustainment Trainer (when available), and distributed training facilities such as the digital training facilities.

e. UR 350-220 provides information on HST support.

3-6. MAJOR TRAINING AREA STRATEGY

MTAs are key to successful training in USAREUR. Chapter 6 and appendix E provide certification requirements for units at MTAs to ensure units use resources effectively.

a. Training at the GTA and the CMTC will concentrate on squad or crew through battalion task force (BTF) levels, with training opportunities available for the brigade commander and brigade staff. Including “slice” elements from division- and corps-separate battalions and brigades is highly encouraged.

b. A CMTC rotation is the capstone-training event for USAREUR maneuver brigades. Maneuver task forces will conduct annual CMTC rotations and semiannual qualification gunnery rotations at the GTA.

(1) GTA.

(a) The primary purpose of the GTA is to provide commanders a site to conduct weapons live-fire training for individuals and small units according to Army and USAREUR regulations and guidelines. The GTA is the only authorized site in USAREUR for record qualification of M1 Abrams and M2/M3 Bradley-equipped crews and platoons in USAREUR.

(b) The focus at the GTA is the BCT. GTA densities will be planned and executed by each BCT. These densities play a critical role in strengthening relationships between maneuver brigades and their slice elements. The BCT commander is ultimately responsible for the training.

(c) Because units are dispersed and large-scale maneuver space in USAREUR is limited, the GTA provides one of the few opportunities for the battalion, squadron, and task force to work together as a team before a CMTC rotation or an operational requirement. USAREUR units should leave the GTA with maneuver platoons proficient in their METL tasks.

(d) Commanders will take advantage of the GTA’s potential for section-, platoon-, and company-level maneuver training. The ability to train to standard in the live domain at home station is one of the biggest challenges in USAREUR. It is critical that commanders plan, schedule, and conduct platoon and limited, company-level maneuver training when deployed to the GTA. In some cases, this may be the only opportunity to conduct training at company level to standard in the live domain before entering a CMTC rotation and CMTC live-fire.

(2) CMTC. The primary purpose of the CMTC is to provide maneuver area for task force commanders to train the synchronization of the combined-arms team. To provide a realistic, challenging training experience, the CMTC combines the five CTC pillars: professional operations group, world-class OPFOR, robust training facilities, the training unit, and mission support.

(a) A successful rotation through the CMTC means that a unit departs well trained in its warfighting tasks and that the commander and soldiers have confidence in the unit equipment, SOPs, leadership, and readiness to fight. CMTC rotations sharpen skills and enhance leader development at higher collective levels through competitive, force-on-force, METL-specific, high-intensity operations.

(b) The CMTC provides the only opportunity in USAREUR to conduct live maneuvers at task-force and squadron levels. The CMTC also provides opportunities to synchronize BCT-level operations.

(c) Battalion commanders should arrive at the CMTC with platoons assessed as trained (“T” rating) in all METL tasks. Companies should arrive assessed as practiced (“P” rating) in their METL tasks and be able to achieve a trained assessment (“T” rating) following scheduled STX lanes. Brigade and task force battlestuffs should arrive assessed with at least a P rating.

(d) The standard BTF rotation model at the CMTC is the “25-day DEXR” (deploy, enhanced STX, external evaluation (EXEVAL), redeploy) cycle.

1. The standard BTF rotation (DEXR) is a 3-5-14-3 cycle that includes 3 days for deploying, issuing MILES equipment, and conducting Phase III of the Battlestaff Development Program at the Leader Training Center; 5 days for company- or team-enhanced STX that is planned and executed by the BTF or BCT and, based on availability, supported by CMTC resources, including OPFOR, O/Cs, and fire markers; 14 days for a force-on-force EXEVAL; and 3 days for MILES turn-in, maneuver-box cleanup, and redeployment.

2. Division commanders may send requests to change the CMTC model through the CG, V Corps, or through the CG, USASETAF, for approval, to the CG, 7ATC, when they submit the division training letter according to UR 350-50.

(e) The USASETAF will conduct a light-heavy CMTC rotation annually, augmented by the immediate ready force (IRF) and supporting force enhancement modules (FEMs). The USASETAF may coordinate with V Corps to augment the heavy force structure up to a heavy battalion or BTF. The intent of this rotation is to train synchronization of an “initial entry force and a decisive force” (FM 3-0 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-0/toc.htm>)). This operation will leverage the EDRE of an IRF-plus with the USASETAF to establish, coordinate, and rehearse potential command-and-control relationships, staff operations, and force integration through a tough and realistic live-training event. This CMTC rotation force structure provides the added opportunity to exercise the deployment operations of the IRF and supporting FEMs through the DPC as part of their quarterly EDRE requirement.

(3) Allied and NATO Training Areas. The Baumholder Training Area, the Wildflecken Training Area, and the training area in Hammelberg may be used to supplement training. The TRMS Website (at <https://trms.7atc.army.mil>) provides more information on Allied and NATO training areas.

3-7. LEADERSHIP DEVELOPMENT GUIDANCE

a. The greatest difference between the Army and other more technically focused services is that everyone in the Army above the rank of private is a leader. As such, leader development (fig 3-7) is critical to the Army’s success as an organization, both on and off the battlefield. The global situation continues to become more unclear with political and technological changes creating an increasingly turbulent operational environment. Leaders who are adaptive and self-aware, grounded in the essential leadership competencies, and committed to life-long development in the profession of arms will be our strength and will ultimately ensure our success.

b. The Army’s values-based leader competencies are the heart and soul of the soldier’s profession, despite environmental changes that provide the foundation on which all other leader competencies are built. FM 22-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/22-100/toc.htm>) defines desired leader attributes and the Army values foundation; it also provides examples of what an effective combat leader should be. Competency in all of these aspects defines the underlying characteristic related to superior performance. Competencies provide the common language used by professionals to assess leadership and unit performance; to provide feedback into training programs; to guide leader selection, development, and advancement; and to provide a roadmap that enables leaders and units to know what they must accomplish. Leadership competency ultimately derives from experience and a guided, life-long development cycle of self-awareness, assessment, renewal of focus, concentrated effort, and commitment to professional improvement.

c. Commanders at every level will develop and maintain a strong leader-development program to teach, encourage, foster, and develop competent and effective NCOs and officers for future service. Commanders will concentrate on developing subordinate leaders through fostering the commitment to self-development in the profession of arms through education, professional-development programs, mentoring, counseling, and assessment. The Army’s Center for Army Leadership (CAL) Website (at <http://www-cgsc.army.mil/cal>) provides useful tools for commanders to use when developing their programs. Specifically, it offers a U.S. Army Leader’s Toolkit (at <http://www.leadership.army.mil>). The Leader’s Toolkit is a menu-driven website that offers information for developing officers and NCOs, command-climate-survey information, leader’s book recommendations, suggested reading lists, and links to leadership publications, research, and other sources.

The Army Leader Development Model



Figure 3-7. The Army Leader Development Model

CHAPTER 4 USAREUR TRAINING

4-1 GENERAL

This chapter--

a. Provides the commander a toolkit that explains different levels of training and where to find information for planning and executing training to standard. Training is the cornerstone of readiness and the Army's top priority in peacetime. The endstate is clearly defined in the Army's training mission "to prepare soldiers, leaders, and units to deploy, fight, and win in combat at any intensity level, anywhere, anytime" (FM 7-0 (Draft)).

b. Helps commanders bridge the gap between the USAREUR Training Strategy (chap 3), available resources (chap 6), and managing those resources (chap 5) to accomplish the training endstate.

c. Outlines training guidance and requirements that are important to our mission and accomplished in a timely manner, including the mandatory training tables in appendix E. Commanders will assess the needs of their units and the deficiencies in their training. From that assessment, commanders will establish, define, and distribute clear priorities to their units for execution during a given time and based on unit-specific conditions.

4-2. CREATING THE RIGHT LIVE, VIRTUAL, AND CONSTRUCTIVE MIX

Because of limited training resources, commanders will determine the appropriate live, virtual, constructive, and distributed training mix (fig 4-1) needed to accomplish the desired endstate of trained and ready forces. When possible, soldiers, leaders, and staffs will use distributed training to ensure they have the necessary KSA before conducting collective training. Soldiers and units will also use virtual and constructive simulators and simulations during the crawl and walk stages of training to practice critical METL tasks before live, follow-on training. Live training remains the focus for the training and validation of small units at the company, battery, and troop level and below.

TRAINING EVENT ENVIRONMENT STRATEGY									
	<u>Combat</u>			<u>CBT Support</u>			<u>CBT Service SPT</u>		
	<i>Crawl</i>	<i>Walk</i>	<i>Run</i>	<i>Crawl</i>	<i>Walk</i>	<i>Run</i>	<i>Crawl</i>	<i>Walk</i>	<i>Run</i>
Crew/ Squad	V/L	V/L	L	V/C/L	V/C/L	L	L	C/L	L
Plt	V/L	V/L	V*/L	V/C/L	V/C/L	L	C/L	C/L	L
Co/Btry /Tnp	V/L	V/L	V*/L	V/C/L	V/C/L	V/C/L	C/L	C/L	L
Bn/TF	V/C	V/C/L	C/L	C	C/L	C/L	C	V/C/L	C/L
Bde	C	V/C/L	C/L	C	C	C	C	C	C

Figure 4-1. Live, Virtual, and Constructive Domain Mix

4-3. LEADER DEVELOPMENT TRAINING

a. Education.

(1) General.

(a) Commanders will take care of subordinate leaders by ensuring that they attend military and civilian schools. Commanders will schedule and manage soldier opportunities for school against operational requirements and details. Once the soldier has enrolled, the school will become the soldier's place of duty and the soldier will be uninhibited by unit requirements except for deployment. The USAREUR proponent for supporting soldier education requirements is the CATC in Vilseck, Germany. The CATC Website (at <https://www.catc.7atc.army.mil>) provides information on CATC functions and capabilities.

(b) USAREUR will be a part of the Total Army School System (TASS) that exploits the integration of AC and RC schools, common courseware, and distance learning. USAREUR will maximize individual training and education through distance learning. Distance learning will reduce turbulence and build more cohesive units. Two of the main technologies will be computer-based multimedia programs and interactive video training.

(2) Military Education. Military education includes all courses provided by the Army in USAREUR and CONUS that enhance individual skills, soldier and officer education, and commander preparedness.

(a) The ATRRS is the Total Army system of record for resident and distance-learning instruction. All allocations for CATC courses are reserved through the ATRRS and are accomplished through unit schools NCOs. The CATC website (at <https://www.catc.7atc.army.mil/catccourses.htm>) provides more information on CATC courses. The ATRRS Website (at <http://www.atrrs.army.mil/atrrscc>) provides more information on the ATRRS and on DA courses.

(b) Distance learning is the delivery of standardized, individual, collective, and self-development training to soldiers and units at any time and anywhere through multiple means of technology. The CATC offers access to Army distance learning programs to facilitate nonresident education opportunities. Soldiers may access a list of distance-learning courses offered through the CATC on the CATC Website at <https://www.catc.7atc.army.mil/distancelearn/avail.htm>.

(c) Senior military leaders and civilians should take full advantage of professional-development courses offered by the 3747th Training Brigade, United States Army Reserve (USAR).

(3) Noncommissioned Officer Education System (NCOES). Professional-development courses such as the Primary Leadership Development Course (PLDC), the Basic Noncommissioned Officer Course (BNCOC), and the Advanced Noncommissioned Officer Course (ANCOC), are prerequisites to promotions.

(a) Commanders will ensure that personnel attend NCOES schools when selected. PLDC is currently the only

course offered in USAREUR. However, during fiscal years 2002 to 2003, USAREUR will begin a program that will teach the core curriculum for BNCO and ANCO in theater before attendance at branch-proponent schools. Information about the PLDC is under the NCO Academy list on the 7ATC Website (at <http://www.grafenwoehr.army.mil/7atc/default.htm>).

(b) The Office of the Deputy Chief of Staff, Personnel and Installation Management (ODCSPIM), HQ USAREUR/7A, is the staff agent for information on professional-development courses. UR 351-1 provides information on the NCOES in USAREUR.

(4) Self-Study. Self-development is the individual's responsibility. Leaders, however, are responsible for developing subordinate leaders and should help subordinates assess and develop their personal self-development training strategy. This strategy may include professional readings, historical study, and skills development tailored to enhance individual self-awareness, knowledge, and performance. This self-motivated component of leadership concentrates on general recommendations tailored to an individual's personal needs to enhance career and leadership development. This step is essential to fostering leaders who can assess their own abilities, are self-aware of their strengths and weaknesses, and can then develop plans on how to develop and grow in the profession of arms.

(5) Civilian Education. College courses leading to an associate's or higher degree will help soldiers remain competitive for promotion and improve their overall performance. Despite not being specifically military-oriented, civilian education increases an individual's knowledge, enhances cognitive abilities, and improves decision-making skills. Commanders will support soldiers pursuing civilian education when possible within published training schedules for the benefit of the individual and the Army.

b. Officer and NCO Professional Development (OPD/NCODP) Programs.

(1) Leader-development programs address officers, warrant officers, NCOs, and civilians. USAREUR leader-development programs are designed and implemented at company and higher levels. OPD and NCODP programs are commanders programs that are built on a clearly stated commander's intent, are focused on easily understood objectives, are thoroughly planned, and have adequate resources for execution. Company first sergeants and CSMs play key roles in helping develop effective NCODP programs for their units and supervising their execution. OPD and NCODP programs will be--

(a) Battle-focused.

(b) Tailored to support training the leader skills demanded by the unit METL and the professional-development needs of subordinates.

(c) Linked to a common framework such as the battlefield operating system (BOS) or the nine leadership competencies outlined in FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>).

(d) Not merely "command information" sessions.

(2) Professional-development programs will involve teaching immediate subordinates to take the leader's place in combat. Ours is a profession that requires constant development, research, and personal evaluation. OPD and NCODP provide critical opportunities to guide and facilitate the development of effective leaders. OPD and NCODP programs will--

(a) Be planned as a special event, not as routine training or simply to distribute information (for example, training on pieces of equipment or general information supporting an upcoming event). Good programs are vital to a unit's success in combat. Resources must be made available for professional development.

(b) Concentrate on desired environmental conditions, personal attributes, and professional behavior. When fully understood, these interdependent characteristics dramatically enhance the probability that officers and NCOs will demonstrate desired actions, particularly under the stress of combat. Senior leaders will establish and maintain environments that provide subordinates with the underlying support to experiment with evolving concepts, learn from mistakes, and excel. Senior leaders will also provide the resources needed to support this environment.

(3) As part of the Leader's Toolkit, the CAL provides information on its Leader Development Program Website (at <http://www.leadership.army.mil/leaderdevelopmentprogram/index.htm>) on developing effective leader-development programs in the unit, particularly at the battalion level. USAREUR Command Policy Letter 5 provides information on OPD.

c. Mentorship. A mentor is a trusted counselor or guide. Mentorship in the Army involves the recognition by a senior leader of a subordinate leader's potential for upward movement, command, and benefit to the Army. Specifically, mentoring a subordinate leader means developing that leader to do the senior leader's job in combat.

(1) Leader-Development Management. Leader development is very similar to the training-management method. The endstate for attributes of successful combat leaders are clearly defined in FM 22-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/22-100/toc.htm>).

(a) With a clearly defined endstate, commanders will assess the strengths and weaknesses of their subordinate leaders in their command. Commanders will define a leader-development program based on this assessment structured to enhancing strengths and improving on shortcomings.

(b) Proper life-long leader development requires a plan that goes beyond one or two assignments in one unit. It is a system that goes with a leader and helps guide the leader's career as he or she progress to higher levels of responsibility. The Standard Army Training System (SATS) and CATS produce leader tasks that may be completed during given training events. With some innovation, commanders can develop other leadership exercises, such as leadership-reaction courses, decision-making scenarios, and an ambiguous training environment geared toward developing certain attributes and abilities.

(2) Coaching. Coaching (fig 4-2) is a vital part of mentoring. To facilitate better coaching, officers and NCOs should be counseled every quarter by their rater or senior rater on the professional-development goals stated on their support form or NCOER checklist, their job performance, and what they need to do to be a success in the organization.

(a) Commanders are responsible for developing a coaching program in their unit that concentrates on developing junior leaders by sharing experience, observations, and guidance. Senior leaders will concentrate on the potential of subordinates, recognize them, and set aside time and energy to develop them through career guidance and personal, one-on-one development.

(b) Coaching offers a valuable opportunity for senior leaders to apply their personal influence on a subordinate's development and, subsequently, the future leaders of the Army. The following are excellent sources of information on coaching:

1. FM 22-100, appendix C, at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/22-100/toc.htm>.

2. The TRADOC Common Core Training Support Package (TSP) at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/cctsp/158-e-1361/158-e-1361.htm>. This source provides assistance in assessing, establishing, and developing a unit counseling program (TSP 158-e-1361).

3. The United States Army Developmental Counseling Library Webpage at <http://www.counseling.army.mil>. This source offers recommendations for counseling by rank (including civilians) based on events or duty positions. It also offers a slideshow with notes on how to counsel.

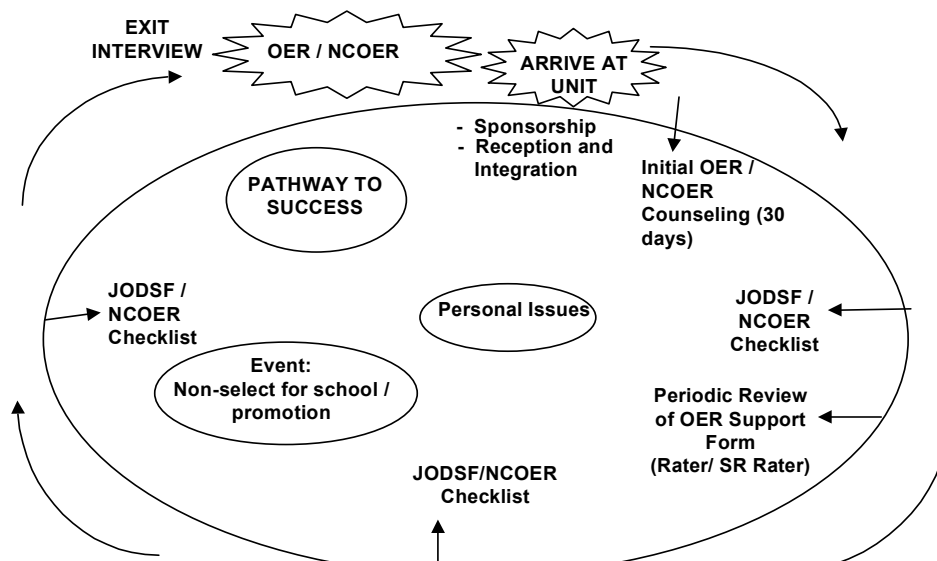


Figure 4-2. The Coaching Process

4. USAREUR Command Policy Letter 21. This letter provides USAREUR policy on coaching and mentoring.

d. Evaluations and Awards. Commanders will ensure that soldiers leaving their command receive their evaluations and awards before departing for their next assignment.

(1) Evaluations such as the OER and the NCOER constitute a critical step in developing subordinate leaders and guiding their career in the Army. Officers and NCOs deserve to receive effective OER or NCOER counseling on their performance, their potential, and the next step in their career.

(2) The United States Total Army Personnel Command provides a checklist for completing OERs on the Officer Evaluation Reporting System Homepage at <https://www.perscomonline.army.mil/tagd/oers/oers.htm>. Leaders can find helpful information concerning the NCOER and the latest Army directives on the Noncommissioned Officer Evaluation Reporting System Homepage at <https://www.perscomonline.army.mil/select/ncoer.htm>.

4-4. INDIVIDUAL TRAINING

Soldiers are our most precious asset and the source of our Army's combat power. Commanders are responsible for ensuring the process of individual training, started in basic training, continues effectively to make the Army stronger as a whole. Individual training takes many forms, including the Common Military Training (CMT) Program, common task test (CTT) training, MOS-skill training, weapons qualification, physical fitness, drivers training, values and ethics training, and individual education programs and certifications.

a. Common Military Training (CMT). The CMT Program identifies selected DA training requirements considered essential to individual or unit readiness. Unit-training programs will incorporate these requirements. USAREUR commanders may add to or emphasize certain training requirements, but should be careful not to degrade METL-focused training. Successful CMT programs are measured by performance to standard, not adherence to rosters or hours scheduled. Appendix E provides tables listing CMT training and certification requirements in USAREUR. AR 350-41 (at http://www.usapa.army.mil/pdffiles/r350_41.pdf) provides common military training tables.

b. Common Task Test.

(1) Commanders, through the process of METL-assessment and crosswalk, will identify key collective subtasks. Further refinement will define individual tasks within which soldier proficiency is required and which supports successful collective-task completion. The following publications prescribe common soldier tasks, conditions, and standards for planning and executing training:

(a) Soldier Training Publications (STP) 21-1-SMCT (for skill level 1).

(b) STP 21-24-SMCT (for skill levels 2 through 4).

(2) The CTT administration manual published annually by TRADOC provides detailed guidance on CTT training and may be accessed on the Army Doctrinal and Training Digit Library (ADTDL) website at <http://www.adtdl.army.mil/cgi->

bin/atdl.dll?type=ctt. DA-mandated CTT tasks coupled with unit METL supporting tasks assessed by the commander would constitute most of a unit's individual training. USAREUR units will record CTT results in an Army Company Information System (ARCIS)-like database on completion.

c. MOS/Duty Position Training.

(1) Skill Levels 1 through 4 Training and Certification. Operational success requires soldiers at skill levels 1 through 4 to be properly trained in their MOS.

(a) Each MOS has soldier manuals and training guides to help with this training. Additionally, some branches publish qualification standards for officers. To train soldiers, leaders will continuously identify soldier-training deficiencies.

(b) Soldiers trained through advanced individual training (AIT) or one-station unit training may not have been trained on all skill-level 1 tasks. NCOs new to a unit or coming from non-MOS-specific duty positions may need refresher training on critical MOS leader tasks. Officers coming from the Officer Basic Course may require additional training to become proficient at critical leader tasks.

(c) When analyzing their unit METL and supporting battletasks, unit commanders will identify critical individual, collective, and leader tasks requiring initial or additional training. Commanders will then ensure necessary training is completed and recorded in an ARCIS-like database.

(2) Low-Density MOS Training. Sustaining low-density MOS training (for example, for personnel with MOS 71L and 76Y) is a significant challenge in USAREUR. Commanders will consider several options on how to provide these soldiers the training they need to maintain MOS proficiency. These options include establishing a proponent for low-density MOS training (for example, an S4 noncommissioned officer in charge may train all supply NCOs and specialists); encouraging the use of correspondence courses, distance learning, and institutional training courses; contracted training; and conducting low-density MOS training using NCOs in a committee or group approach to train soldiers. Training will be performance-based, hands-on, and evaluated by leaders and supervisors.

(3) Language Training. USAREUR's unique forward-deployed location and range of missions require the command to maintain proficiency in language capability. Language-proficiency goals should be considered as maintenance of "2/2" proficiency or greater. Training should be intense, regular, and incorporated into other training events where possible. Commanders should maximize the use of The Defense Language Program (TDLP) funding and have language-capable soldiers to quality in immersion-training events both in country and at the Foreign Language Training Center, Europe.

d. Physical-Fitness Training.

(1) General. The objective of the Army Physical Fitness Training Program is to enhance combat readiness by developing and sustaining a high level of physical fitness in soldiers. Physical fitness provides a foundation for combat readiness and continues to be an integral part of every soldier's life. The following provide detailed guidance for physical-fitness training:

(a) FM 21-20 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/21-20/toc.htm>) provides the elements of and guidelines for establishing an effective physical-fitness program (PFP) in a unit.

(b) AR 350-1 (at http://www.usapa.army.mil/pdffiles/r350_1.pdf) provides detailed information and regulatory guidance on PFPs and standards.

(c) AR 600-9 (at http://www.usapa.army.mil/pdffiles/r600_9.pdf) prescribes body-composition standards for all soldiers.

(d) USAREUR Command Policy Letter 8 provides information on PFPs.

(2) Physical Fitness Program. Commanders will design and execute a challenging PFP that promotes combat readiness and overall fitness. This program should be based on the soldier's physical ability to complete METL-related tasks.

(3) Army Physical Fitness Test (APFT). Units will conduct the APFT twice a year according to FM 21-20. APFT results must be recorded on DA Form 705 (Army Physical Fitness Test Scorecard) and kept in unit records.

(4) Physical-Fitness Safety. As they must be for all training events, commanders will ensure that PFPs are conducted safely. PFP activities should be organized by a unit master fitness trainer (MFT) and supervised by a commissioned officer, warrant officer, or NCO. The CATC (at <https://www.catc.7atc.army.mil>) offers the Master Fitness Trainer Course. UP 385-17 provides guidance on how to reduce risks of injury in physical-fitness running formations.

e. Adverse-Condition Training. Locating, identifying, maneuvering against, engaging, and destroying the enemy during the hours of darkness, limited visibility, NBC conditions, or in restricted or urban terrain involve complex, challenging, and often dangerous tasks. The U.S. Army dominates the enemy on the battlefield through the mastery of these vital capabilities. USAREUR units exploit their technological advantages by planning, providing resources for, and executing as much training under adverse conditions as possible. Units will conduct individual training under increasingly difficult conditions during the “crawl” and “walk” phases to ensure task proficiency, accurate risk-assessment, and maximum safety at the collective and unit level of task execution.

f. Individual Weapons Qualification. Basic weapons proficiency is an essential capability of all soldiers, regardless of MOS or branch. Soldiers will gain confidence from effective marksmanship instruction and qualification. Qualification, however, is not merely a requirement. Commanders and NCOs will take a personal interest in the marksmanship abilities and weapon-safety procedures of their soldiers.

(1) Individuals and crews will meet the requirements and frequencies specified in DA Pamphlet 350-38 (at http://www.usapa.army.mil/pdffiles/p350_38.pdf).

(a) CS and CSS units that do not have access to standard record-fire courses may use a 300-meter, known-distance range for M16A1 and M16A2 qualification. If a 300-meter known-distance range is not available, the commander will determine if a 25-meter, alternate-course range is sufficient for qualification.

(b) If a combat-pistol-qualification course is not available, 25-meter, alternate-course ranges may be used for qualification.

(2) Weapons qualification will be recorded in an ARCIS-like database and individual qualification scorecards will be kept in unit records.

(3) USAREUR commands will execute surge training according to Chief of Staff of the Army (CSA) guidance. The requirements are as follows:

(a) Every soldier in USAREUR must qualify twice a year with his or her individual weapon.

(b) CS and CSS training readiness condition (TRC) category II units will conduct a fire-and-move LFX twice a year and a collective live-fire event annually. Scenario development and METL tasks trained are up to the unit commander. Units will use the M16/M4 carbine (category I) ammunition training strategy provided by DA Pamphlet 350-38 (at http://www.usapa.army.mil/pdffiles/p350_38.pdf) to determine resource requirements for the fire-and-move LFX and the squad/platoon live fire to provide resources for the collective live-fire event.

(c) Commanders will address his or her unit’s compliance with the CSA directive at quarterly and semiannual training briefings.

(d) Units will forecast class 5 requirements through the Training Ammunition Management System - Revised (TAMIS-R).

g. Nonlethal Capabilities Training.

(1) Engaging targets and conducting operations by nonlethal (NL) means is codified in the Universal Joint Task List (UJTL) and the Army Universal Task List (AUTL). USAREUR has received the first 2 nonlethal capability sets (NLCS) with over 40 items. The Joint and Service communities are developing crowd control and tactical NL applications. The first two

Army operations using NL assets were conducted in the USAREUR AOR.

(2) NL capabilities are considered and employed based on specific mission requirements. For this reason, NL training for large formations will not be part of the average training program for USAREUR soldiers.

(3) When USAREUR units alert to deploy on a contingency mission where the use of NL capabilities may be required, commanders will assess their ability to train subordinates on NLW capabilities and implementation. Commanders should strive to train as many soldiers as possible from leaders down to individual soldiers as time and resources permit to meet mission requirements before deployment. FM 3-19.40 and FM 19-15 cover key aspects on civil disturbance and using NL capabilities.

(4) USAREUR will maintain NLW training capability by establishing NL training teams. These teams will consist of at least two (preferably three) qualified instructors who are graduates of the Interservice Non-Lethal Individual Weapons Instructor Course (INIWIC). Selection criteria for attendance at the INIWIC require attendees to be team personnel who are certified instructors and who will have at least 18 months remaining in the command after the course. NL capabilities are not specifically designed for military police soldiers. At the commander's discretion, any soldier (regardless of MOS) may attend the INIWIC. Once NL teams have been identified and trained, USAREUR units should ensure that these teams are assigned to elements deploying into areas where the use of NL capabilities is or may be required.

(a) Requirements for units to maintain certified instructors are as follows:

1. V Corps, 21st TSC, USASSETAF, 1st Artillery Division, 1st Infantry Division, 7ATC, the 18th Military Police Brigade, and each USAREUR maneuver brigade will maintain at least one trained and certified team at all times.
2. Each USAREUR maneuver battalion will maintain at least one trained and certified instructor at all times.

(b) Trainers will be capable of instructing any or all modules to command-selected individuals based on mission requirements. Training modules will include the following:

1. Force Continuum. This module provides instruction on the use of force and how it applies to graduated responses.

2. Communications Skills. This module provides instruction on reading and managing aggressive behavior through verbal and nonverbal means.

3. Crowd Dynamics and Crowd Control. This module provides instruction on developmental levels and behavioral aspects of crowds.

4. Empty-Hand Control Techniques. This module provides instruction on offensive and defensive tactics that may be used for either self-defense or subject restraint and escort.

5. Riot Baton. This module provides instruction on offensive and defensive applications of riot batons.

6. Riot-Control Agents. This module provides instruction on the proper use of the "CR" riot control agent.

7. Riot-Control Formations. This module provides instruction on the types and applications of different platoon-level formations.

8. Rules of Engagement (ROE). This module provides instruction on the ROE and how they apply to the individual and the unit.

9. Military Operations Other Than War (MOOTW). This module provides instruction on the concepts of MOOTW and how they differ from other types of armed conflict.

10. Nonlethal Munitions Employment. This module provides instruction on characteristics and capabilities of the munitions available in the Army Non-Lethal Capability Set (NLCS).

11. Tactical Considerations. This module provides instruction on the tactical employment of nonlethal capabilities as well as the development of tactical scenarios for training nonlethal capabilities.

(c) The principal purpose of trained trainers is to train members of their units. These instructors, however, may be tasked to meet other USAREUR NL training requirements.

(5) More information on nonlethal operations is available in DOD Directive 3000.3, FM 3-19.40 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-19.40/toc.htm>), FM 19-15 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/19-15/toc.htm>), TRADOC Pamphlet 525-73 (at <http://www.fas.org/irp/doddir/army/p525-73.htm>), and through the United States Army Military Police School (the DA NL training proponent) (at <http://www.wood.army.mil/warmod/nlcstsp/tsp.htm>).

h. Driver Training. Commanders will establish and conduct drivers training according to AR 600-55 (at http://www.usapa.army.mil/pdffiles/r600_55.pdf) and USAREUR Supplement 1. The supplement provides minimum driver-training requirements for tactical and nontactical vehicle operators in USAREUR. Driver-training information will be recorded on DA Form 5983-E (Equipment Operator Qualification Record). The CATC recently developed a drivers training course, available by mobile training team (MTT) and on computer diskette, for battalion and separate company-level drivers training NCOs. This course provides the tools NCOs need to establish and maintain unit-training programs.

(1) UP 190-34 explains the testing requirements for personnel who plan to drive privately owned vehicles in Germany.

(2) For operators of combat and tactical vehicles, drivers training will include the use of night vision goggles (NVG). Training Circular (TC) 21-305-2 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/21-305-2/toc.htm>) provides more information.

(3) Winter-driver training and vehicle-check rides will be conducted annually according to AR 600-55 (at http://www.usapa.army.mil/pdffiles/r600_55.pdf) and USAREUR Supplement 1 and the assigned vehicle technical manual (TM).

(4) Commanders will ensure training on rollover drills, seatbelt use, fire evacuation, and preventive maintenance checks and services (PMCS) is integrated to standard into driver training. AR 385-55 (at http://www.usapa.army.mil/pdffiles/r385_55.pdf) requires operators and crews to conduct fire-evacuation drills each quarter according to vehicle TMs.

(5) Company commanders are responsible for training their drivers to prepare them for HN weather and road conditions and to operate their equipment safely. Battalion commanders are responsible for ensuring Army driver-training and vehicle-dispatch standards are met across their units.

i. Hazardous-Material Training.

(1) Hazardous-Material Drivers Course.

(a) USAREUR drivers and assistant drivers of vehicles transporting hazardous material (HAZMAT) on public roads in the European theater as outlined in UR 55-4 are required to have an *Accord Européen relatif au Transport International des Marchandises dangereuses par Route (ADR)* (European Agreement Concerning the International Carriage of Dangerous Goods by Road) certificate. (The *ADR* certificate is a multilanguage document that states that the driver has received HAZMAT driver training and certification.) To receive an *ADR* certificate, individuals must successfully complete training at a German FMOD-approved training course.

(b) The 7ATC offers a HN-approved contracted training course at the CATC in Vilseck. Three USAREUR driver academies are authorized by the German FMOD to issue the *ADR* certificate. These academies include--

1. The German-speaking 6966th Civilian Support Academy of the 37th Transportation Command, 21st TSC, in Kaiserslautern, Germany.

2. The 28th Transportation Battalion Academy, 21st TSC, at Coleman Barracks in Mannheim, Germany.

3. The 181st Transportation Battalion Academy, 3d Corps Support Command, V Corps, at Turley Barracks in Mannheim and in Grafenwöhr, Germany.

(c) Information on *ADR* certification requirements may be obtained from UR 55-4 or by contacting the Safety Division, ODCSPIM.

(2) HM Training. Each company-size unit and separate detachment is required to maintain at least two personnel in the rank of staff sergeant or above who are trained and qualified to certify HAZMAT for transportation. TM 38-250 provides specific information on this requirement.

(a) USAREUR personnel who certify HAZMAT for movement will attend the Hazardous Materials Certification Courses (HAZ 12 and (when available) HAZ 15 or 16) given by the CATC (at <https://www.catc.7atc.army.mil>).

(b) UR 55-4 requires personnel who certify HAZMAT to meet *ADR* requirements in addition to CATC certification, which is critical for the transportation of hazardous material during air, land, and sea deployment to support CONOPs around the world. UP 350-205 requires soldiers to be in the rank of sergeant or above (or civilian equivalent) to receive this training.

j. User-Level Maintenance Certification Program.

(1) Maintenance is an important part of the soldier's everyday life. PMCS conducted properly according to the applicable TM 10- and 20-maintenance standards saves money, increases combat power, and enhances the safety of the personnel using the vehicle. The goal of the User-Level Maintenance (ULM) Certification Program is to ensure that supervisors and equipment operators know, understand, and can properly perform PMCS on the types of equipment for which they are responsible. Commanders will assess the state of maintenance training in their unit. The ULM Certification Program offers commanders a powerful option to create, foster, and perpetuate a strong maintenance system in their unit, particularly after a long deployment where a unit did not use its assigned equipment.

(2) Maintenance assistance and instruction team (MAIT) instructors from V Corps and the 21st TSC will train, evaluate, and certify brigade, battalion, and separate-company cadre according to applicable TM 10- and 20-maintenance standards. Brigade, battalion, and separate-company cadre will then train, evaluate, and certify first-line supervisors of subordinate units using the train-the-trainer concept. USAREUR units other than 21st TSC units may request MAIT training and certification instructors from the Chief, V Corps MAIT. 21st TSC units may request MAIT training and certification instructors from the Chief, 21st TSC MAIT. The 21st TSC MAIT will support non-21st TSC units only as an exception to policy.

(3) Units will annotate training certification on the appropriate OF 346 (Motor Vehicle Operator's Identification Card) and in the remarks block of the equipment-operator's record in the Unit-Level Logistics System-Ground (ULLS-G).

4-5. COLLECTIVE TRAINING

a. General.

(1) Collective training brings soldiers together to serve a common purpose and establishes teamwork between individuals to increase the combat effectiveness of the whole. Collective training constitutes training at the platoon level and below, including squad and crew training. Additionally, this level involves the focused training of soldiers mostly of the same MOS, which enables integration and continuity of training tasks at different skill levels. Collective training also involves leader-development-training objectives to develop junior NCOs, squad leaders, crew commanders, and platoon leaders. Collective training also includes the development and exercises of battlestaffs and task-oriented deployment teams.

(2) In collective training, squads, crews, and platoons accomplish the crawl-walk-run method by progressing through the virtual then live training domains, or through increasingly challenging conditions in either domain. Most collective squad and crew training occurs at home station through the use of simulators or LTAs. Comprehensive collective training exists through the effective use of COFTs and PGTs; daily team-building exercises such as vehicle-maintenance tasks, supply activities, and administrative tasks; and mounted maneuver training in LTAs or the CCTT. Information on training devices, simulators, and LTAs is on the TRMS Website (at <https://trms.7atc.army.mil>). This structured training provides a seamless

progression of task-based exercises to develop the squad, crew, and platoon into lethal combat entities.

b. Gunnery Training. Commanders will determine the focus, priority, and frequency of squad and crew training based on the unit METL, supporting battletask analyses, and the commander's unit-training assessment. Because of limited large-caliber range resources, USAREUR policy prescribes the type of squad- and crew-level gunnery training for which these resources may be used.

(1) USAREUR units will conduct gunnery training according to branch and weapon-system proponent standards and apply the resource guidelines and strategy in DA Pamphlet 350-38 (at http://www.usapa.army.mil/pdffiles/p350_38.pdf). The following paragraphs provide policy for USAREUR gunnery training that complements training in DA gunnery publications.

(a) Record Qualification. The GTA is the only authorized site for record qualification of M1 Abrams and M2/M3 Bradley-equipped crews and platoons in USAREUR. Only 7ATC-certified M1 Abrams and M2/M3 Bradley-crew evaluators may be used to evaluate crew qualification gunnery. GTA SOPs 1 through 10 provide specific guidance on GTA operations and branch-specific requirements for units firing at the GTA. These SOPs are available on the TRMS Website (at <https://trms.7atc.army.mil>).

(b) TCE and BCE Training and Certification. 7ATC M1 Abrams- and M2/M3 Bradley-crew evaluator MTTs will conduct all initial and recertification tank and Bradley-crew evaluator training in USAREUR.

(c) COFT Live-Fire Certification Gates. Commanders of units equipped with weapons systems that have COFTs will use live-fire certification gates as prescribed by DA gunnery publications. The intent of instituting these gates is that crews and platoons reach a level of proficiency in a virtual or live-training environment before execution of qualification gunnery. If crewmembers are experienced in their positions but crew turbulence (crewmember rotation) does not allow crews the time to reach the appropriate certification gate, commanders may use alternate certification methods.

1. FM 3-20.12 (at <https://hosta.atssc.eustis.army.mil> (requires a password to access)) governs M1 Abrams tank gunnery training and qualification. Successful accomplishment of exercise 201 is the tank live-fire certification gate.

2. FM 23-1 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/23-1/toc.htm>) does not specify certification gates. Therefore, reticle aim group 16 will be used as the USAREUR certification gate for M2/M3 Bradley live-fire training. M2/M3 Bradley crews will demonstrate a minimum B-level proficiency on exercises 41421, 43411, 51261, 53221, 53241, 53251, 53321, 53331, 53511, and 53521 (NBC).

(2) Effective unit commanders make the most efficient use of available training aids and devices to ensure that certification requirements are met and to enforce standards established by DA gunnery proponents. FM 17-12-7 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/17-12-7/toc.htm>) and FM 23-1 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/23-1/toc.htm>) assist in developing device-based gunnery training strategies; describe the available training devices, capabilities, and limits; and establish device gunnery event-training suitability.

c. Sergeants Time Training.

(1) Intent. Sergeants Time Training is the best opportunity to build combat-ready junior leaders and teams. Sergeants Time Training is dedicated training time--a precious resource--for the NCO corps to train soldiers and develop junior enlisted leaders.

(2) Principles. The principles of Sergeants Time Training are as follows:

(a) NCO leaders will conduct hands-on training with their squads, sections, or platoons on collective tasks that will help their companies and battalions win in combat.

(b) NCO leaders will recommend, plan, and organize the training, subject to the commander's approval, since the commander ultimately is responsible for the training's effectiveness. Training will be planned 6 weeks in advance and will support the commander's overall training strategy and assessment. Commanders will designate responsibilities for Sergeants Time Training on training schedules at least 3 weeks in advance. Commanders and first sergeants will ensure that no junior leader is ever placed in front of soldiers to conduct training without proper planning guidance, adequate preparation time, and time to rehearse.

(c) Training will last 5 hours once a week. Commanders of USAREUR commands will choose the training day and set the schedule.

(d) Maximum possible participation will be enforced to support the effectiveness of this training. Everyone who goes into combat with the unit will be present. Nonessential activities will stop to give sergeants the opportunity to train all those under their control, including borrowed military manpower.

(e) Commanders will decide when it is not appropriate to conduct Sergeants Time Training (for example, during major training events at an MTA, during “green” period collective training, during maintenance and recovery operations after redeployment).

(f) Officers assigned to the unit will attend Sergeants Time Training to observe, evaluate, help, and encourage when necessary. Officers will also participate in the training when their duty position requires the mastery of crew tasks (for example, a platoon leader who is also a tank or Bradley fighting vehicle commander); to identify outstanding trainers for additional responsibility; and to monitor small-unit after-action reviews (AARs) to ensure lessons learned and good ideas are captured to improve future training.

d. Company Commanders Training.

(1) The intent of Company Commanders Training is to ensure company commanders and their soldiers have the opportunity to conduct required training. When a commander identifies necessary training and current training shortfalls for an upcoming event in a future fiscal quarter, the commander will allocate this training time to conduct collective and battle-focused training to prepare.

(2) Company Commanders Training will be--

(a) At least 5 days of allocated training time every 6 months or every 2 consecutive fiscal quarters. This training may be conducted in one consecutive block of days or spread over several different days. It should include at least 3 days of collective training.

(b) Managed and planned as determined by the individual company commander with appropriate support and protection from battalion, and if need be, brigade.

(c) Briefed by battalion and company commanders at quarterly training briefings (QTBs).

(d) Locked in on training schedules and enforced by the chain of command. A scheduled prime-time training event may not be canceled less than 4 weeks before the event unless the first general officer (GO) in the chain of command approves the change.

(e) Dedicated to battle-focused training on collective tasks from crew or squad to platoon level based on the commander’s assessment.

(f) Required for all soldiers who are assigned to crews, squads, or the equivalent.

e. Military Operations in Urban Terrain (MOUT).

(1) As the world’s population increases and concentrates within cities and towns, the U.S. Army will conduct more operations in urban environments. These types of operations span the full spectrum of operations, from peacekeeping missions and MOOTW to HIC. Urban combat is violent, destructive, and filled with ambiguity. Urban terrain severely constricts maneuver, reduces engagement distances to close combat of 50 to 100 meters, and creates a three-dimensional threat perspective of 360 degrees that requires an aggressive, flexible, and ingenious application of our superior combat power. Only well-trained, drilled, and highly disciplined units will survive and win in this intense environment.

(2) Generally, urban operations (UOs) are conducted at the squad and platoon level with centralized planning and decentralized execution. This places increased importance on the competency, training, and empowerment of junior leaders. The priority for MOUT training in USAREUR will be infantry, armor, cavalry, military police, and special operations forces

supported by associated CS and CSS elements. Units should integrate engineers into all platoon- and higher-level exercises.

(3) HST remains the fundamental venue for company and below UO training through the integration of the live and virtual training domains. The CMTC offers limited MOUT training resources for company- and BTF-level training during rotations. BCT and higher levels of command will train UO command-and-control operations in the constructive domain.

(4) As the U.S. Army MOUT doctrine matures, USAREUR will aggressively pursue the acquisition of additional training resources including TADSS, urban assault courses (UACs), and the use of HN and Allied MOUT training facilities. The TRMS Website (at <https://trms.7atc.army.mil>) provides more information on available MOUT training resources.

4-6. UNIT TRAINING

a. General.

(1) Unit training constitutes training conducted at the company level and above. Similar to how a mason uses bricks and cement to build a wall, commanders will use the attributes and accomplishments of individual and collective training to build a unit focused on one common purpose.

(2) Unit training is where the combined-arms fight is won. This level involves the integration of soldiers and units of differing MOSs, branches, and mission-related tasks. Up until this point, platoons and below concentrate mostly internally to accomplish their training objectives. The platoon focus tends to be external: laterally to peer platoons and upwardly to the chain of command. For the chain of command, this level trains and develops the interoperability of BOS and the command and control of commanders and their battlestaffs. The unit-training level ensures the operation and improvement of key systems in the unit.

(3) Due to the unique training environment of USAREUR, commanders will take advantage of the benefits and capabilities of all three training domains, particularly the virtual and constructive domains, to accomplish their unit-training needs. The CCTT is an example of the virtual domain that is capable of training companies and battalions. The CMTC offers a live-training capability in USAREUR for brigades and their staffs. Echelons above brigade will rely mainly on constructive training methods to meet their training objectives.

(4) CATS models exist for heavy and light maneuver brigades and serve as the basis for brigade-level training for maneuver units in USAREUR. Brigade-level training concentrates on the integration of BOS by commanders and staffs. As battlestaff actions at the brigade level are critical to success on the battlefield, commanders integrate staff training into unit training plans. While simulation exercises provide many opportunities for staff training, commanders will continue to integrate staff functions into live-training events during brigades CMTC rotations.

(5) The BCTP provides command and battlestaff training for division and corps commanders, their staffs, USAREUR commands, some brigades, and supporting special operations forces. The Chief of Staff of the Army has directed that all division and corps commanders execute a BCTP rotation during their tenure as commanders. The goal is to conduct the rotation during the commander's first year of command. More information on the BCTP is on the United States Army Battle Command Training Program Website (at <http://bctp.leavenworth.army.mil>).

b. CMTC Live-Fire Exercises.

(1) All mechanized infantry companies and teams, armor companies and teams, and cavalry troops in USAREUR will conduct a CMTC LFX annually. The objective is for each company commander to execute an LFX at least once while in command.

(2) The company and troop LFX program is a world-class training event focused on the commander and the unit. Brigade and battalion or squadron commanders and their staffs concentrate their efforts on providing resources for and supporting all training requirements needed by the company executing the training. The goal of CMTC LFX is to produce trained units able to plan, coordinate, synchronize, and execute combined-arms combat. Soldiers and units develop confidence in their ability to execute battletasks essential in HIC. The CMTC LFX is a flexible, tactical, combined-arms scenario incorporating day and night defensive and offensive missions. Units should leave the exercise capable of immediate transition to combat or contingencies.

(3) The LFX will be a company or team or troop combined-arms event run by brigade or battalion commanders as the senior trainers with CMTC O/C coverage and training-feedback instrumentation as it becomes available. Companies will execute attack-and-defend scenarios. Troops will execute screen-and-zone reconnaissance scenarios. The CG, 7ATC, and the CMTC will develop standard live-fire scenarios as baseline training events. Brigade and battalion commanders through their unit assessment and input may modify scenarios up to 30 days before the LFX is executed if approved by the CG, 7ATC. CMTC O/Cs will provide training feedback, execute exercise control and manual adjudication, operate the range as the range officers in charge, and help the chain of command by enforcing safety and risk assessment and management. CMTC LFXs will be requested through the Commander, Operations Group, CMTC, to the CG, 7ATC, and posted on the MTA calendar. The MTA calendar is available through the TRMS Website (at <https://trms.7atc.army.mil>).

(4) LFXs complement maneuver exercises at the CMTC and live-fire gunnery training at the GTA. The recommended components of this strategy include gunnery, integration of maneuver and fire, and command-and-control training. Maneuver units will conduct LFX training according to DA Pamphlet 350-38 (at http://www.usapa.army.mil/pdffiles/p350_38.pdf) to ensure combat proficiency is maintained.

(5) Certification gates, conducted mainly in the virtual environment, ensure that the most benefit is obtained from limited live resources. They ensure the mastery of basic tasks before moving on to more complex, difficult tasks. USAREUR commanders will ensure that soldiers and units complete the certification gates listed in this regulation and in doctrinal publications. Commanders may establish more stringent certification gates as appropriate. Prerequisite training for crews and units conducting CMTC LFX is listed in the CMTC live-fire rules of engagement on the CMTC Website (at <http://www.cmtc.7atc.army.mil>) under S3 Plans, CMTC Live Fire Program.

c. EXEVALs. The training evaluation is a key component of the training cycle that measures the ability of soldiers, leaders, and units to perform tasks according to Army standards. EXEVALs are designed to evaluate the state of training proficiency of a subordinate unit performing its assigned mission. EXEVALs are scheduled on higher headquarters long-range calendars. As a general rule, controlling headquarters provide EXEVAL O/Cs. EXEVALs may comprise a combination of field training exercises and computer-simulation models at home station and the LTA. A constructive environment may serve as the domain for an EXEVAL as long as the command and control gets a realistic and demanding training event. USAREUR commanders may execute this requirement however they deem appropriate.

(1) Divisional battalions will conduct an EXEVAL annually. CMTC-scheduled rotations may take the place of an EXEVAL for a BTF on completion of its 14-day force-on-force exercise and receipt of a CMTC “take home package.” Division commanders will specify that their brigade battlestaffs will undergo an EXEVAL as part of the CMTC rotation in the division training memorandum sent through the Commander, Operations Group, and the CG, 7ATC. During CMTC rotations, O/Cs at brigade level and below provide objective training feedback based on training doctrine and unit SOPs. UR 350-50 and the CMTC Website (at <http://www.cmtc.7atc.army.mil>) provide more information on CMTC rotations.

(2) Corps attack-helicopter battalions and other deep-attack assets will receive an annual EXEVAL through CMTC rotations or a deep-attack operation exercise (for example, Victory Strike). Echelons above division (EOD) units are encouraged to conduct annual battalion EXEVALs. EOD companies in the 29th Support Group will conduct an EXEVAL every 18 months. ASG commanders will implement a training program that incorporates an annual antiterrorism/force protection (AT/FP) EXEVAL for subordinate BSBs and area support teams according to UR 525-13.

(3) CS and CSS brigades and battalions are not required to conduct annual EXEVALs. A CS or CSS brigade or battalion conducts a large part of its wartime mission during its daily support mission. Planning and conducting an annual battalion-level EXEVAL should be considered a goal for commanders with CS or CSS units assigned to their organization. Similar to division and corps, CS and CSS brigade- and battalion-staff training is almost exclusively conducted using constructive simulations. CS and CSS units frequently do not deploy as composite units, but instead routinely deploy slices, modules, platoons, companies, movement control teams, packages, and log cells in support of task forces deploying to MOOTW and other CONOPs. CS and CSS commanders planning to conduct EXEVALs of one or more of their deployable elements will concentrate predominantly on the evaluation of unit readiness, deployability, field craft and survivability in a field environment.

d. Reserve Component (RC) Integration. The USAREUR goal for RC integration is to produce RC units and individuals ready to mobilize, deploy, fight, and win in support of USAREUR requirements and missions. Proper and effective RC program management is required to achieve this goal and to support the high OPTEMPO and personnel tempo (PERSTEMPO) in the theater.

(1) Capitalizing on the strengths and abilities of the RC reinforces Army training and readiness requirements, helps USAREUR meet training needs, and forges a sound relationship between training and actual operations. Commanders at all levels will consider using RC assets to supplement, augment, or replace key components during training.

(2) During training, commanders of active component (AC) sponsoring units will determine if RC units and soldiers are able to meet the requirements for Sergeants Time Training (para 4-5c), Soldiers Time (4-13a), and weekend and holiday training (para 4-13b). When planning this training, commanders will be aware of RC timelines and ensure coordination is made early enough to provide lead-time for RC integration.

(3) All RC METL tasks will be integrated across the spectrum of CONOPs, mission support, and mission sustainment. The Senior ARNG Adviser, USAREUR; the Senior USAR Adviser, USAREUR; and the CG, 7th Army Reserve Command, are responsible for the coordination and oversight of all RC training programs and can provide scheduling, funding, and integration information to AC forces.

(4) Appendix F provides detailed information on RC training programs in USAREUR.

e. Force-Protection Training. Force protection and risk-management will be incorporated into all training. Force protection is a USCINCEUR priority and a critical component of warfighter readiness. Risk-management, which is critical to AT/FP, allows commanders to assess and control risks associated with any mission, operation, or training.

(1) The continuous need for AT/FP training is integral to USAREUR training principles. Commanders will integrate USAREUR AT/FP training requirements according to UR 525-13.

(2) Risk-management only works when it becomes an integral part of troop-leading procedures at all levels. Leaders at all levels integrate risk-management into training planning, coordination, and development according to FM 100-14 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/100-14/default.htm>).

(3) Ensuring the safety of soldiers, DA civilians, and their families is a priority for all leaders. Safety is a command responsibility inherent in everything leaders do and is essential to force protection. To prevent training accidents, leaders will conduct risk assessments for all training, train personnel to operate equipment according to appropriate standards, and demand that these standards be met. AR 385-10 (at http://www.usapa.army.mil/pdffiles/r385_10.pdf) and UR 385-14 provide detailed safety responsibilities. Center for Army Lessons Learned (CALL) Force Protection Bulletin Number 3 (at <http://call.army.mil>) provides more information.

4-7. DEPLOYMENT TRAINING

USAREUR units prepare to deploy anywhere in the USEUCOM AOR and potentially anywhere in the world. Central region installations and all deployment platforms will be used to deploy units by air, barge, rail, road, and sea. USAREUR units will incorporate deployment training into other training from the individual through unit level when practical.

a. The deployment ramp-up or reintegration training model (fig 4-3) varies from the normal Level I Gunnery + CMTC LFX Model (fig 3-5) through the addition of a company or team CCTT exercise, with requirements specified in paragraph 3-4b(3)(c), and culminates with a CMTC rotation.

b. Unit-deployment-readiness requirements differ for each type of unit. ASG and BSB commanders will support tactical-commander requirements to exercise the deployment-support system, conduct predeployment processing, and use ASG and BSB deployment- and redeployment-support modes (air, barge, rail, road, and sea).

c. Training in deployment procedures requires repetitive and challenging task orientation to ensure that units responsible for staging and managing deployments are trained and ready. This training may include using the deployment center at Rhein Ordnance Barracks and activating transportation-planning and movement-control cells. Deployment Processing Center (DPC) Exercise Scheduling Procedures are available on the TRMS Website (at <https://trms.7atc.army.mil>) under “Library.”

d. UR 525-1 (when published) will establish the USAREUR EDRE Program for evaluating deployment readiness.

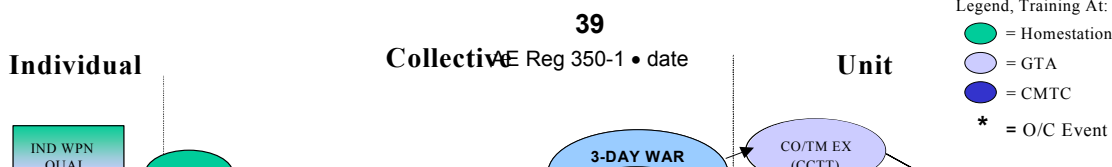


Figure 4-3. Deployment Ramp-Up or Reintegration

4-8. JOINT TASK FORCE TRAINING

JTF training prepares USAREUR and its forces to operate as a JTF headquarters, the ARFOR, or the JFLCC of a JTF. USAREUR, V Corps, and the USASETAF will develop challenging and realistic training plans, exercises, and certification programs to ensure that units are trained and ready across the spectrum of operations in the joint arena. Because of limited opportunities for joint training, USAREUR, V Corps, and USASETAF JTF training will incorporate lessons learned from previous JTFs. Success in JTF training will be measured by the unit's ability to support the USEUCOM Joint Mission-Essential Task List (JMETL) and to achieve at least a P rating for each JMETL task in the USAREUR, V Corp, and USASETAF JMETLs.

a. The USEUCOM JMETL outlines requirements for JTF and subordinate JTF commands (USAREUR, V Corps, and the USASETAF). The USEUCOM Joint Training Plan shows the match of available resources with training requirements and provides details on the schedule and objectives for every USEUCOM-sponsored joint-training exercise. JTF commanders--

(1) Are responsible to the USCINCEUR for the joint training of their assigned forces.

(2) Will establish continuation- and sustainment-training programs that fully incorporate AT/FP measures into all JTF operations and exercises.

(3) Will develop procedures that ensure personnel and units assigned to their JTFs are trained and qualified to perform assigned missions. These procedures will ensure that units not meeting operational or safety standards will not conduct operational missions until they are qualified.

(4) Will develop policy, plans, and procedures for integrating RC personnel into JTFs.

b. Commanders will emphasize joint education and training that integrates Army and joint capabilities. Senior leaders will familiarize themselves with the Chairman, Joint Chiefs of Staff, Joint Vision 2010; the Chief of Staff of the Army Vision 2010; the USAREUR Vision and Strategy XXI; and the implications they have on how we train.

c. USAREUR, V Corps, and the USASETAF will conduct JTF-headquarters training annually according to USEUCOM Directive 55-11, USEUCOM Directive 55-29, and the USEUCOM Fiscal Year Annual Training Guidance. Every 2 of 3 years, USAREUR has the lead for either a two- or three-star JTF exercise, one low-intensity and the other combat operations, that lead to certification. JTFs will be certified as proficient through a constructive, simulations-based, computer-assisted exercise or military-event-list driven exercise.

(1) USAREUR has the ability to establish a three-star headquarters on short notice to serve as a JTF or JFLCC headquarters that is capable of deploying and conducting combat operations in the joint operations area designed to destroy or defeat enemy forces. USAREUR will certify that all personnel and units designated as part of a JTF can perform required

METL and JMETL tasks and supporting tasks to standard. The USASETAF will form the core of a USAREUR JTF headquarters or a JFLCC.

(2) V Corps will maintain the ability to establish its headquarters on short notice to serve as a JFLCC, ARFOR, or corps headquarters capable of deploying and conducting combat operations in the joint-operations area designed to destroy or defeat enemy forces. V Corps will certify that all personnel and units designated as part of a JTF can perform required METL and JMETL tasks and supporting tasks to standard.

(3) The USASETAF will maintain the ability to establish its headquarters on short notice to serve as a JTF headquarters capable of deploying and conducting forced-entry operations in the joint-operations area, to evacuate qualified noncombatants, and reestablish a secure environment for humanitarian-relief efforts. As stated in (1) above, the USASETAF will also form the core of a USAREUR JFLCC or JTF headquarters.

d. The 21st TSC will maintain the ability to provide all related support and expertise required for deploying USAREUR, V Corps, and USASETAF JTFs. The 21st TSC will develop a training-and-certification program that supports JTF, JFLCC, and ARFOR mission requirements. The 21st TSC, assisted by the ODCSOPS, will participate in a validation exercise to rehearse ARFOR mission requirements.

4-9. COMBINED TRAINING

Combined training directly relates to all USAREUR METL tasks. With few exceptions, future USAREUR operations will be executed in a multinational force structure. Our success will depend on our ability to overcome several cultural, psychological, economic, technological, and political challenges. In addition, USAREUR will continue to operate effectively with alliance and coalition partners, as well as with Government, non-Government, and international organizations. USAREUR will overcome these challenges through well-planned, realistic combined training. Although combined training is a rare opportunity in CONUS, it is common in USAREUR. Its location, current operations, and responsibilities as an ally have allowed USAREUR to develop unique engagement programs and activities. Skilled commanders leverage these programs to enhance their training in preparation for future combined operations.

a. Types of Combined Training. The types of combined training in USAREUR are as follows:

(1) Alliance Training. USAREUR remains prepared to execute its missions in NATO alliance force structures: Allied Command Europe (ACE) Rapid Reaction Corps (ARRC); ACE Mobile Forces, Land (AMFL); and the V U.S.-German and II German-U.S. Corps. USAREUR commanders develop specific training events to maintain readiness within the context of these NATO Combined relationships, but also train with NATO partners in exercises and in established programs such as the Partnership Program and Partnership for Peace (PfP).

(2) International Training. USAREUR bilateral and multilateral training is not limited to alliance obligations. Relationships with potential coalition partners and friendly nations offer opportunities to improve interoperability. USAREUR commanders either direct specific events or leverage existing engagement programs to develop combined training with these nations. The Africa Crisis Response Initiative is an example of an international training engagement program.

(3) Operational Training. In the last decade, USAREUR has become particularly accomplished in developing combined training while conducting current operations. This form of combined training normally concentrates on interoperability and is directly linked to the current operational mission. As a result, resources are often more readily available. Combined training in an operational environment also represents opportunities to build relationships in more common training events such as physical-fitness training, weapons familiarization, and professional-development training.

b. Engagement Programs.

(1) Conferences and Schools. USAREUR sponsors and participates in a variety of conferences and schools that offer opportunities for multinational experience and training. The Conference of European Armies and various Army-to-Army staff talks are examples of this engagement program. Additionally, USAREUR personnel attend schools such as foreign command and general staff colleges, the NATO School, and the George C. Marshall Center. USAREUR also provides regional and functional support to the NATO School and the George C. Marshall Center. The IOD, ODCSOPS, is the POC for multinational conferences and schools.

(2) CONUS-Based Programs. CONUS-based engagement programs, including the State Partnership Program and bilateral programs sponsored by Army functional commands, are in this category. USAREUR coordinates these programs and has specific responsibility under the United States Code, title 10, for personnel who travel into the USAREUR AOR under these programs. Similarly, USAREUR solicits, supports, and assists allies and partners in their participation in CONUS-based programs. The IOD, ODCSOPS, is the POC for CONUS-based programs. The Senior ARNG Adviser, USAREUR; and the Senior USAR Adviser, USAREUR, are POCs for the State Partnership Program.

(3) Exercises. Combined exercises are routinely conducted as a part of the USAREUR training program and differ in scope and number each year. Examples include NATO exercises, bilateral exercises, PfP exercises, and exercises conducted in the spirit of (ISO) the PfP. A NATO headquarters conducts PfP exercises. PfP is a unique combined exercise program for NATO and PfP partner-nation participants. ISO PfP exercises differ in that they are conducted by one nation that invites other NATO or PfP partner-nations to participate. The countless engagement activities inherent in planning and executing these combined exercises directly enhance USAREUR interoperability with Allies and partner nations. The Exercises Division, ODCSOPS, is the USAREUR proponent for NATO exercises. The IOD, ODCSOPS, is the USAREUR proponent for bilateral, PfP, and ISO PfP exercises.

(4) Host-Nation Relations.

(a) HN relations is a term that refers to the interaction between U.S. personnel and HN government agencies and departments at the local, state, and federal level. This interaction is necessary to gain popular and political support for the needs of our forces stationed in USAREUR. Good relations enhance our ability to--

1. Have adequate training facilities.
2. Cooperate on force-protection measures.
3. Deploy to crisis areas.
4. Have continued access to infrastructure.
5. Maintain a high quality of life for soldiers and their families.

(b) HN cooperation and related training is a BSB responsibility. USAREUR commands and staffs, however, often work with HN subject-matter experts to develop training in conjunction with HN counterparts in their respective functional areas. As a result, training in the HN realm is diverse. Examples include military police training with local police, local-military firefighting training, railhead-operations training, force-protection exercises with local authorities, and numerous training events in BSB community relations programs. The IOD, ODCSOPS, is the USAREUR proponent for HN relations policy.

(5) Military-to-Military Contacts. Military-to-military contacts strengthen important relationships between USAREUR and the militaries of allied, partner, and other friendly nations. Typical military-to-military contacts include the JCTP, unit and personnel exchanges, and the GO Visitation Program. Although the JCTP does not specifically provide training, it offers commanders a program supported by external resources that complements partnerships and unit and personnel exchanges to enhance interoperability and provide increased combined experience for USAREUR trainers. The GO Visitation Program offers USAREUR senior leaders the opportunity to explore combined training opportunities and strengthen bilateral relationships. The IOD, ODCSOPS, is the USAREUR proponent for military-to-military contacts.

(6) Partnership Program. The foundation of USAREUR combined training is the Partnership Program. Based on our NATO relationships, the Project Partnership is appropriately expanding to help further relationships USAREUR has developed with potential coalition partners and select friendly countries. The USAREUR proponent for the Partnership Program is the ADCSOPS-T. UR 350-2 governs the Partnership Program.

(7) Security Assistance (SA) Programs. As a component command, USAREUR provides Army service-specific training assistance to USEUCOM in the administration of SA programs in the USEUCOM AOR. Training-related SA programs generally concentrate on professional-development training or training support for equipment granted to, or purchased by, foreign militaries. SA programs include international military education and training (IMET), foreign military financing (FMF), and foreign military sales (FMS). The ADCSOPS-T is the USAREUR proponent for SA.

(8) Treaty Compliance. Treaty-compliance activities ensure compliance with arms-control treaties applicable to the USAREUR AOR. The primary activity in this category is the conduct of training inspections under USAREUR Training and Evaluation Program (UTEP) and the Treaty Engagement Activity Program (TEAP). The UTEP and TEAP provide training to integrate personnel from other countries to better replicate inspections and evaluations under the terms, conditions, and obligations of the Conventional Forces in Europe Treaty, the Vienna Document, and other treaties and agreements. The IOD, ODCSOPS, is the USAREUR proponent for treaty compliance.

4-10. AFTER-ACTION REVIEWS

a. Units have always conducted AARs in combat zones to obtain the lessons in combat. An AAR is a professional discussion and evaluation of an event that concentrates on performance standards to enable soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. AARs are an essential tool leaders and units use to gain maximum benefit from every mission or training task.

b. AARs provide feedback that compares the actual output of a process or action with the intended outcome and objectives. By comparing the actions that were taken to complete a task to established standards and by describing specific observations, leaders and soldiers can identify strengths and weaknesses and jointly learn how to improve their performance. This shared learning improves task proficiency and promotes unit cohesiveness. Squad leaders, platoon leaders, and commanders will use AARs to develop assessments on the unit-training status and develop input for unit-training plans to incorporate and build on the lessons learned.

c. FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>) and TC 25-20 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/25-20/table.htm>) provide guidance on how to plan, prepare, and conduct effective AARs.

4-11. RECOVERY

Recovery is a vital part of all training events and major deployments. Maintaining combat equipment and soldier readiness is critical to our ability to react quickly to contingencies and other missions. Structured, planned recovery time rebuilds unit combat strength, morale, and readiness. USAREUR units develop phased recovery plans in conjunction with their training or deployment plans to provide soldiers time to clean and maintain their equipment after they return from training. Commanders will ensure that recovery periods are included in unit-training calendars, are structured, and that resources are provided to guarantee this time and maximize its benefits.

4-12. NUCLEAR, BIOLOGICAL, AND CHEMICAL INTEGRATION

Commanders will integrate NBC-defense training into every exercise, when practical, to ensure that soldiers (officer and enlisted) and deployable, mission-essential civilians are trained to survive, fight, and win in an NBC-contaminated environment. Units will ensure that individuals maintain standards prescribed in mission training plans (MTPs), drills, and the Soldiers Manuals of Common Tasks (SMCTs) according to AR 350-1 (at http://www.usapa.army.mil/pdffiles/r350_1.pdf).

a. The USAREUR NBC training program integrates NBC operations into training events when practical, and trains personnel to survive and operate with a minimum of degradation while in an NBC environment.

b. An ARCIS-like database will be used as a tracking system to ensure that all military personnel receive uniform individual chemical- and biological-defense training annually and before deployments, as required. Commanders are required to assess individual NBC survival skills and their unit's ability to perform mission-essential tasks under NBC conditions according to AR 220-1 (at http://www.usapa.army.mil/pdffiles/r220_1.pdf).

c. Implementation of a program for the training of medical personnel in the decontamination and care of patients contaminated by chemical and biological agents is critical to USAREUR mission accomplishment. Patient decontamination is a task of the combat support hospital (CSH) and the mobile army surgical hospital (MASH) according to the MTP (CSH: task 08-1-0232, Treat NBC contaminated casualties).

d. Units will develop and implement a tracking system to ensure that all emergency-essential civilians and essential DOD contractor personnel receive uniform, individual chemical- and biological-training annually and before deployments as required by DOD and service regulations. UR 690-6 strongly recommends participation by civilians in monthly alerts and

periodic exercises.

4-13. CONSTRAINTS

a. Soldiers Time. Soldiers spend most of their time carrying out a variety of military duties, which can prevent them from being able to complete necessary personal business. The intent of Soldiers Time is to allow time during the normal business day to conduct personal business. Additionally, Soldiers Time demonstrates the value the Army places on the military family and allows soldiers to get home early to spend time with spouses and children. By considering the individual needs of soldiers and their families, commanders can use Soldiers Time to reduce the time soldiers spend away from their units and to prevent interruptions to training time. Soldiers Time will be granted as follows:

(1) Soldiers will be released from duty for Soldiers Time at 1500 every Thursday. All military personnel, including commanders, will leave work. Exceptions will be made only for soldiers who are required to--

(a) Meet security or guard requirements.

(b) Staff hospitals or dining facilities.

(c) Meet other essential or emergency services.

(d) Work in key staff positions at brigade level and above where time off on Thursdays cannot reasonably be granted.

1. For soldiers in key staff positions, commanders will establish a mandatory 3-day weekend each quarter in addition to U.S. Federal holidays and USAREUR training holidays. These commanders or other responsible officers will publish a schedule before each quarter that gives each member of their staff organization a 3-day weekend.

2. Only the first GO in the chain of command may grant exceptions to 1 above or deny a scheduled 3-day weekend.

(2) Commanders will designate alternate times to take off for soldiers who are required to work during Soldiers Time.

(3) ASG commanders will ensure that community services (for example, commissaries, clothing-sales stores, post exchanges) are open until at least 2000 on Thursdays.

b. Weekend and Holiday Training.

(1) Weekends, Federal holidays, and USAREUR training holidays are not normal duty days. These days will be used for training and work only when authorized by a brigade-level commander in the chain of command. GOs may grant permanent exceptions to this policy in certain cases, such as for training in courses at the CATC and the Seventh Army Noncommissioned Officer Academy, and for units using other than USAREUR-training-holiday calendars.

(2) In addition to the Federal and USAREUR training holidays, local commanders may grant training holidays to recognize soldiers or units for exceptional performance or to compensate for extended training periods in according to AR 600-8-10 (at http://www.usapa.army.mil/pdffiles/r600_8_10.pdf). USAREUR commands will notify the Operations Division, ODCSOPS, of training holidays granted to specialized units and battalion or higher units.

CHAPTER 5 TRAINING MANAGEMENT

5-1. TRAINING MANAGEMENT CYCLE

a. Training management involves time, people, equipment, facilities, money, and the ability to determine what training is needed. Since most of these factors are in a constant state of change and the results are not easy to quantify, training is a difficult program to manage; but it is manageable if enough thought is devoted to it. Inadequate training most often results

from poor training management. FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>) explains the training-management approach to implementing battle-focused training. This is a continuous process centered on effective feedback and honest assessments to enable leaders to train their units during peacetime to accomplish their wartime mission.

b. FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>) and FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>) provide detailed information on METL development. These manuals also discuss how to conduct a “crosswalk” with the unit METL to determine the applicable battletasks that support the METL. USAREUR units will not include SASOs as METL tasks.

5-2. TRAINING MANAGEMENT SYSTEMS

a. Standard Army Training System. The SATS is an automated training-management system that integrates key management functions, which support developing the METL to determine training requirements, planning, resources, scheduling, and assessments of training in units. More information on the SATS, including MTT support, is available from the Army Training Support Center (ATSC) Website (at <http://www.atsc.army.mil>).

(1) The SATS is the Army’s standard training-management tool for company through corps. USAREUR units will use the SATS as the standard for training management, including providing command-planning guidance, planning and coordinating major training exercises or EXEVALs, publishing training schedules, providing training evaluation and feedback directly related to METL tasks, and generating quarterly training briefings linked to the SATS database. Training management using SATS is the USAREUR standard.

(2) The SATS automates the Army training-management doctrine in FM 3-0, FM 25-100, and FM 25-101. The SATS has undergone significant changes since its initial formulation as a small-unit training-schedule generator. The SATS has evolved into a Windows-based unit training-management system that directly accesses and imports training documents from the General Dennis J. Reimer Training and Doctrine Digital Library (at <http://www.adtdl.army.mil/atdls.htm>). The SATS has the ability to directly import unit collective CATS, unit mission training plans (MTPs), and STPs. The SATS can also generate and import USAREUR-specific standardized training events. The procedural guide for using the SATS will eventually be posted on the TRMS Website (at <https://trms.7atc.army.mil>).

b. USAREUR Eight-Step Training Model. The eight-step training model (fig 5-1) is a simple, progressive checklist approach to training planning that can be applied to all training events by all types of units. Commanders may use this model to organize and record planning progress and details to ensure proper preparation for an upcoming training event that maximizes the efficient and effective expenditure of limited time and resources. The eight-step training model also provides a vehicle for creating continuity for similar training events in the future.

(1) Step 1: Plan the Training. During this step, leaders assess the unit’s training level and shortfalls that require training; develop specific, obtainable training objectives for the upcoming event; allocate adequate time in the training schedule; create scenarios and instructions to support the training objectives; identify required resources, including necessary training areas and possible trainers; identify and reduce risks; and develop training-support plans, thereby establishing the groundwork for high-quality training.

(2) Step 2: Teach and Certify Leaders. The “train-the-trainer” concept ensures that those responsible for training the unit, whether they are NCOs, civilians, or soldiers, are qualified and knowledgeable of the training subject matter and able to provide proper instruction and certification to the unit. This step ensures leaders understand and conduct training according to established doctrine and tactics, techniques, and procedures (TTPs).

(3) Step 3: Recon the Training Site. Leaders will reconnoiter proposed training areas and facilities to ensure that they can adequately support the proposed training and allow the unit to accomplish the desired training objectives. During this step, leaders at all levels will check to ensure that all resources, training areas, and training-support plans are properly coordinated and prepared for execution. Modifications to the plan may occur during this step to maximize training effectiveness. Training not properly planned, coordinated, and supported with adequate resources wastes valuable training time and resources and should not be performed.

(4) Step 4: Issue a Complete OPORD for the Training Session. Leaders will ensure that subordinates have all available information to adequately perform the training mission. Through the OPORD, the commander clearly identifies the

training objectives, presents a clear mission statement, clearly defines the training event and how it will be conducted, and properly tasks subordinate leaders and those who will support the training. Vital to this step is a clear understanding by all of exactly what the training will accomplish, how the unit will accomplish it, what resources will be needed, and who is responsible.

8 Step Training Model



Figure 5-1. USAREUR Eight-Step Training Model

(5) Step 5: Rehearse. Rehearsals are critical to the execution of any plan. All those involved in the training event will conduct a rehearsal to ensure understanding, synchronization, and preparation of the plan. Leaders will supervise rehearsals to ensure that those responsible for the training are prepared to conduct efficient, organized, and effective performance-oriented training. CALL Newsletter number 91-1 (at <http://call.army.mil/products/newsletters/91-1/toc.htm>) provides guidance on conducting effective rehearsals.

(6) Step 6: Execute the Training. Commanders will ensure that the training occurs on schedule. This entails maximum participation, minimum training distracters, and leaders checking by being there and supervising where necessary. This does not mean that leaders run the training event; it allows the trainer to do his or her job while ensuring that the standard is met.

(7) Step 7: Conduct an AAR. Following the training event, commanders will review the training objectives, assess the unit's training level in respect to the objectives, and obtain lessons learned to improve the training and unit TTPs. Commanders will record all input and file it for future use in other training events or unit SOPs. TC 25-20 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/25-20/table.htm>) provides guidance on conducting effective AARs.

(8) Step 8: Retrain as Necessary Until the Standard is Met. Too often this step is neglected because of limited time or resources or other pressing tasks. However, this step is sometimes the most critical. Training instills competency and confidence in soldiers, units, and leaders and enables the unit to complete its mission as established by the training objectives.

Commanders will honestly assess their units and ensure that their units train until the standard is met.

5-3. PLANNING

a. FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>) and FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>) provide detailed guidance and information on developing training plans and supporting training calendars.

b. Long-range planning is based on the senior commander's METL assessment, the overall training strategy, and guidance from Army policy and doctrine. Based on this plan, senior commanders will establish their long-range training calendar, determine major training exercises, and allocate major training resources, including time, MTAs and ranges, fuel, and budgetary allotments. In USAREUR, the CG, USAREUR/7A, publishes the Command Training Guidance (CTG) every 2 years to provide subordinate commanders enough time to properly plan training. Long-range planning covers the entire fiscal year.

c. Short-range planning refines the long-range calendar and defines in greater detail the broad guidance on training events and other activities from the long-range planning calendar and CTG. Commanders will assess their units against the units METL and determine training deficiencies. Commanders develop their quarterly training guidance, which usually covers the upcoming fiscal quarter.

d. Near-term planning defines specific actions required to execute the short-range plan. At this level, which is the final phase of planning before training execution, units conduct training meetings, coordinate specific resources, and prepare detailed training schedules. According to Army policy, training should be "locked in" 6 weeks before training execution. In USAREUR, 3 weeks is more realistic and will be maintained. Near-term changes to the training schedule within the 3-week training window usually result from poor training management.

5-4. TRAINING MEETINGS AND BRIEFINGS

a. Quarterly Training Briefing.

(1) QTBs discuss past, present, and future training expectations and lead to a training contract between the senior and subordinate commander. Training expectations are briefed to commanders two echelons above (for example, battalion to division commanders, company to brigade commanders). Used appropriately, QTBs provide a great opportunity for senior commanders to develop junior leaders, clarify guidance, and reinforce their training philosophy in their unit. FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>) states the following:

The training briefing is a highlight of the senior commander's leader development program. It provides the commander an opportunity to coach and teach subordinates on the fine points of his [or her] philosophy and strategies in all aspects of warfighting, to include doctrine, training, force integration, and leader development. It enables subordinate commanders, some of whom may be new to the organization, to gain a better understanding of how their mission-essential training relates to the battle-focused training programs of their senior commanders and peers.

(2) FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>) provides specific guidance on QTBs and a sample QTB format.

b. Semiannual Training Briefing.

(1) The CGs, V Corps, 21st TSC, USASETAF, and 5th Signal Command; their principal staffs; and their CSMs will present training briefings to the CG, USAREUR/7A, twice a year. Commanders of other USAREUR commands and their CSMs will be present during the briefings and may brief an item of particular interest to their units.

(2) The SATB should last no longer than 3 hours (2 for the briefing and one for discussion and questions). Commanders will schedule SATB dates, times, and locations with the USAREUR scheduler. After the SATB is scheduled, commanders will contact the 7ATC to coordinate any required support. The Staff Actions Division, Office of the Secretary of the General (OSGS), HQ USAREUR/7A, will provide information on required timelines and additional requirements by tasking message when the SATB date has been determined.

(3) The intent of the SATB is for the commander and CSM to brief the unit's training posture, establish unit training

goals, resolve specific training issues, and identify resources needed to accomplish the stated objectives. The SATB will serve as a contract between the senior and subordinate commander. This contract requires the senior commander to provide training resources and protect the subordinate unit from unprogrammed training detractors. It also requires the subordinate commander to execute the approved training to standard. The SATB should link the subordinate commander's current METL assessment to a projected assessment and a plan to bring the unit to the projected assessment.

(4) Commanders should address the following topics (in no prescribed order) and may add other topics that they feel are essential to the SATB:

- (a) Command mission.
- (b) Commander's philosophy or vision.
- (c) Command METL and battletasks and the commander's current and projected assessment.
- (d) Training conducted in the last 6 months (training calendar).
- (e) Training planned but not conducted and training opportunities not programmed or briefed during the last SATB (optional).
- (f) Training strategy for the next 12 months, including the short-range training calendar for the next 12 months (organized by quarter) and force-modernization actions.
- (g) Highlights of the long-range training calendar for the next 24 months (optional).
- (h) Leader-development program: guidance, stated objectives, and key events (optional).
- (i) Commander's guidance and major concerns.
- (j) Additional topics as directed by the SATB tasking message.
- (k) Contract for the next 6 months between the CG, USAREUR/7A, and the commander.

(5) The CSM should address the following topics (in no prescribed order) and may add other topics that the CSM believes are essential to the SATB:

- (a) Individual and collective training.
- (b) Major-weapon-system qualification (if applicable).
- (c) Key-weapon qualification statistics, highlights, and concerns.
- (d) PLDC attendance and order-of-merit list status.
- (e) NCODP refinement from the commander's leader development program briefing.
- (f) PERSTEMPO status
- (g) CSM training issues.

(6) Commanders will provide a read-ahead packet at least 2 weeks before the SATB through the DOT, which will coordinate any issues with the HQ USAREUR/7A staff before the SATB. The DOT will forward the coordinated read-ahead packet through the Chief of Staff, HQ USAREUR/7A, to the CG, USAREUR/7A, at least 3 days before the SATB. The read-ahead packet will include the following items:

- (a) Point paper for the CG, USAREUR/7A, that provides the following:

1. Purpose of the SATB (provided by the command).
2. Objective (provided by the command).
3. Major points (provided by the command).
4. Main points to be made (provided by the command).
5. Main issues (provided by the command).
6. USAREUR position (coordinated by the ODCSOPS).
7. Recommendations (coordinated by the ODCSOPS).

(b) The Command SATB (with facing pages for critical topics) (provided by the command).

(c) Review of the commander's comments in unit-status reports from the last 6 months (coordinated by the ODCSOPS).

(d) Last SATB from the command (provided by the command).

(e) Status of key taskers from the previous SATB (provided by the OSGS).

(f) Commander's training philosophy (provided by the command).

(g) Command training guidance (provided by the command).

(h) The items in (4) and (5) above (coordinated by the ODCSOPS).

(i) Seating chart for the SATB (provided by the command).

(j) Biographies of the briefers (provided by the command).

c. Training Meetings.

(1) As stated in FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>), "training meetings are non-negotiable at battalion and company level." Regular, well-structured, well-organized training meetings are an essential element of training management and facilitate thorough training planning and coordination between all parties involved. Commanders distribute training information to key subordinate leaders and provide a forum to identify training issues. FM 25-101 provides important points about training meetings and their conduct, recommends participants for battalion-and-company level training meetings, and suggests a tentative meeting agenda. Training meetings should last no longer than 1 hour.

(2) TC 25-30 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/25-30/toc.htm>) and Graphic Training Aid 07-04-007 (at http://www.adtdl.army.mil/cgi-bin/atdl.dll/gta/07-04-007/07-04-007_top.htm) provide detailed information on effective training-meeting management.

d. Operational Meetings. The following constitute optional meetings to facilitate training planning and execution to standard.

(1) Coordination Meetings. Coordination meetings normally are held at battalion level separate from and before training meetings. These meetings concentrate on ensuring support is coordinated for upcoming scheduled training and resolving any foreseen resource issues. Attendees may include but are not limited to the battalion executive officer, company executive officers and first sergeants, the battalion staff representatives (particularly the battalion S4), and the battalion support-platoon leader.

(2) Company Huddles. Company huddles constitute an effective training-management tool for company commanders to use before executing planned training. According to TC 25-30, company huddles are daily gatherings of key leaders before the day's first duty formation to quickly discuss the day's training. These meetings serve to focus the company's efforts and identify any last-minute issues. Topics should be limited to the following:

- (a) Last-minute changes to training.
- (b) Final pre-execution check.
- (c) Special or new command guidance.
- (d) Maintenance or personnel status changes.

CHAPTER 6 TRAINING SUPPORT

6-1. USAREUR TRAINING SUPPORT

a. Training support (fig 6-1) is the system that includes the full range of training products, management tools, and training technologies that facilitate the effective execution of training and capture individual- and unit-performance data. The support mission is to provide robust, reliable, sustainable capabilities to trainers and installation and field commanders to operate, train, and maintain the force. Training support encompasses the products and materials, personnel, services, and facilities needed to implement and conduct training. It includes such functions and activities as managing, supervising, scheduling, operating, and maintaining training areas, maneuver areas, combat training facilities, institutional training programs and facilities, battle simulation programs and centers, simulator systems and facilities, and TSCs. Training support includes the reproduction and distribution of training products; the scheduling, design, fabrication, and manufacture of USAREUR-unique TADSS; and providing logistic and warehouse support to USAREUR RTSCs.

b. USAREUR employs training-support resources to supplement or create realistic training environments from the individual soldier through corps and JTF levels. Commanders leverage training opportunities through the efficient blend of the live, virtual, constructive, and distributed learning domains, which readily mesh with real-world command, control, communications, and intelligence (C4I) systems and training objectives. USAREUR seeks to maximize available resources at home station and MTAs, as well as align with the CATS. Success in this effort will allow USAREUR units to better maximize training time, meet prerequisite gates for MTAs, and conduct tasks that otherwise would not be possible because of the restricted and constrained training environment.

c. The USAREUR training support concept is the framework for planning, directing, and managing the minimum capabilities required to execute to standard the training mission and directives. The training support concept consists of acquisition, distribution, basis of issue plans, lifecycle management and sustainment, and handling and storage of retrograde materials and resources. The concept identifies existing capabilities, shortfalls, and surplus; establishes courses of actions; and provides the minimum training resources needed to execute to standard training and meet METL and Army transformation objectives.

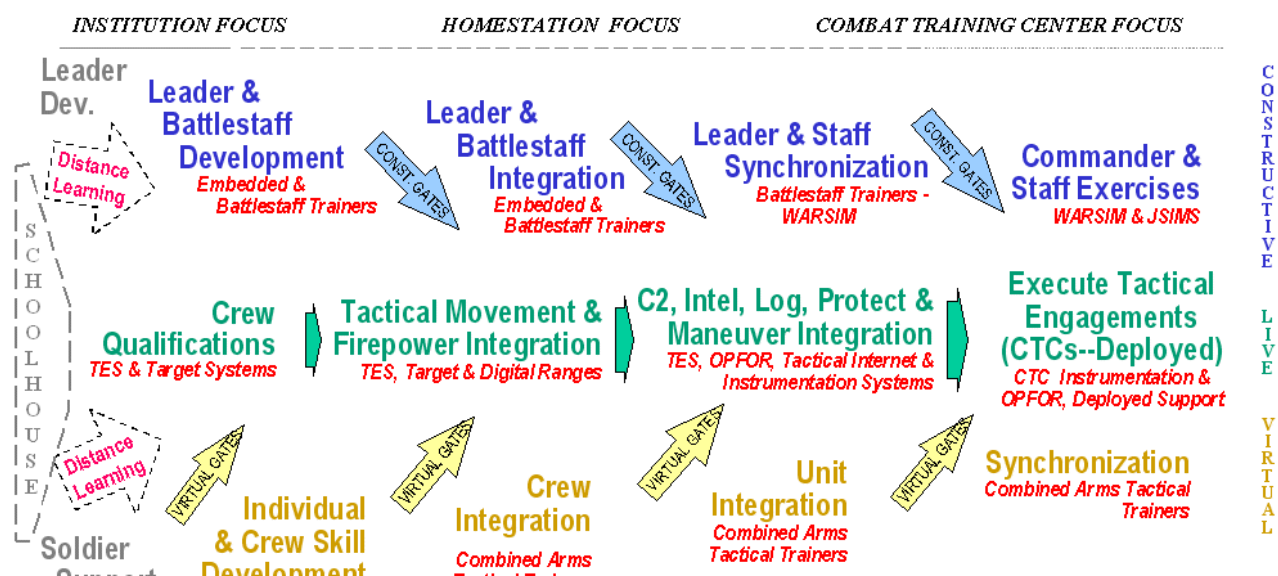


Figure 6-1. Army Training Strategy Framework to Integrate Training Support

6-2. TRAINING SUPPORT ORGANIZATION

a. General. Training support in USAREUR is organized into two separate activities: static training support and deployable training support in the live, virtual, constructive, and distributed training domains. The TRMS Website (at <https://trms.7atc.army.mil>) provides information on all training resources in USAREUR.

(1) Static training support relates to training areas in USAREUR where forces are permanently stationed or where units regularly train. Static training support includes HST areas, MTAs, and simulation centers.

(2) Deployable training support is associated with deployed forces that are executing missions and are away from normal support structures. Deployable training support provides the deployed force with the means to maintain critical warfighting tasks and tasks associated with executing specific missions and operations.

b. Constructive Domain--USAREUR Directorate of Simulations. The DOS consists of all simulation resources in USAREUR, including the simulation-support staff at the WPC in Eisiedlerhof, Germany; and at the DOS-Forward Grafenwöhr Simulation Site. This also includes simulation-support personnel at battle-focused training sites; the USASETAF site in Vicenza, Italy; the 21st TSC site in Kaiserslautern, Germany; and the Leader Development Center colocated with the CMTC. The DOS works with the appropriate training headquarters to plan and execute simulations in USAREUR. Figure 6-2 provides USAREUR simulation sites.

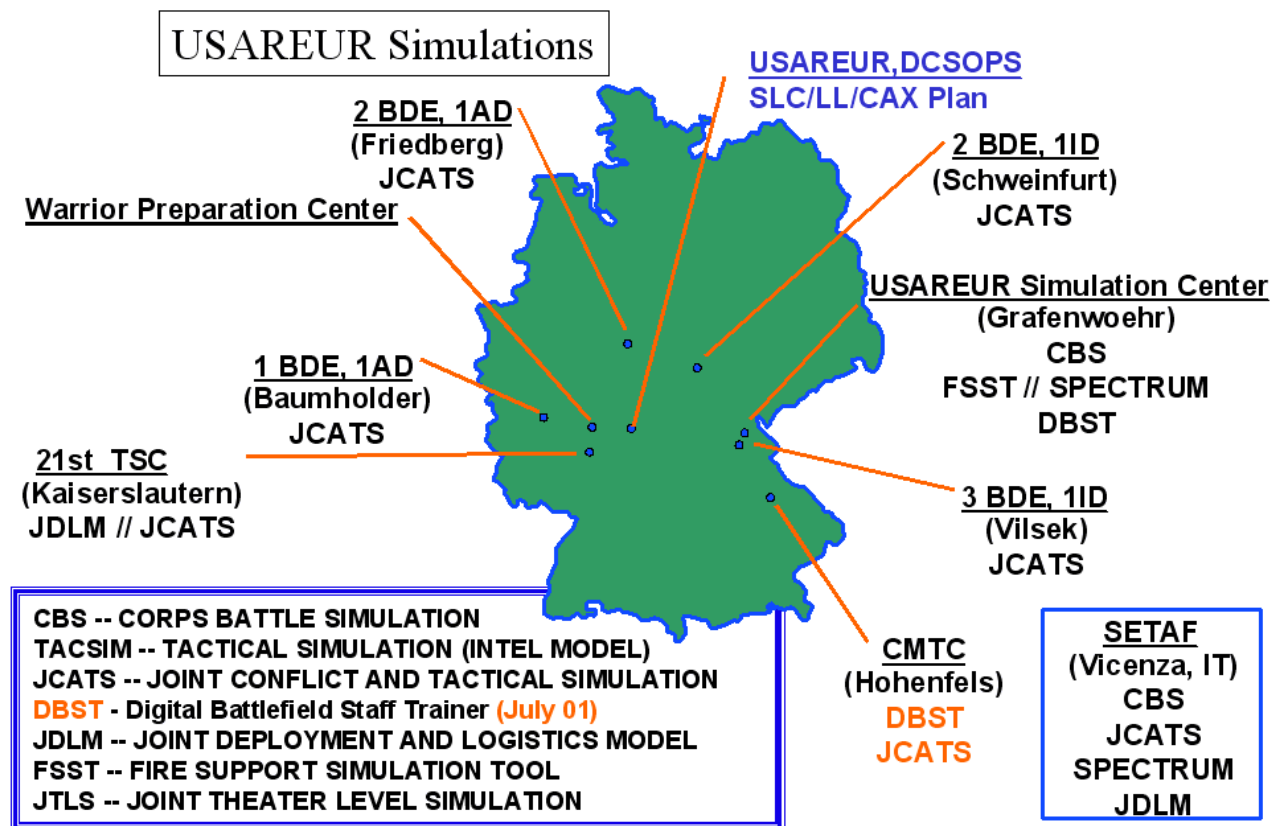


Figure 6-2. USAREUR Simulation Sites

(1) Warrior Preparation Center. The WPC is a joint USAREUR and USAFE simulation center that plans and provides operational and tactical battlestaff training environments. The WPC provides computer-assisted exercises (CAXs) to corps and numbered Air Forces units and USAREUR and USAFE commands to train commanders and staffs in the areas of C4I and logistics. The WPC uses the joint theater-level simulation and CBS as stand-alone or in confederation, also known as the Joint Training Confederation, with the Air Force Air Warfare Simulation. The WPC uses these simulations to meet the training needs of NATO, USAREUR, and USAFE commands. All USAREUR in-theater CBS simulations for division- and higher-level exercises will be distributed from the WPC and supported by the WPC DOS and the DOS-Forward staff. The WPC and DOS are the start-points for all division-level and above simulation planning. The WPC Website (at <https://wwwmil.usafe.af.mil/direct/wpc>) provides more information on the WPC.

(2) Directorate of Simulations-Forward. The DOS-Forward staff in Grafenwöhr, Germany, is an extension of the USAREUR DOS staff headquartered at the WPC. Along with managing and maintaining the Battle Simulation Center at Camp Aachen in Grafenwöhr, the DOS-Forward is the focal point for battle-simulation task orders through the USAREUR Battle Simulations contract central contracting officer's representative (COR). The DOS-Forward staff complements HST with exportable company-through division-level simulation models. These simulation models include the Joint Conflict and Tactical Simulation (JCATS). The DOS-Forward is the starting point for all simulation-support planning for brigade-level and below. The 7ATC Website (at <http://www.grafenwoehr.army.mil/7atc/default.htm>) provides more information on the DOS-Forward.

(3) USAREUR Battle Simulation Center. The USAREUR Battle Simulation Center at Camp Aachen in Grafenwöhr provides resources for USAREUR units that want to conduct simulation exercises. The contractor has the capability to plan, execute, and provide AARs for master events list (MEL) and CAX events. The 7ATC Website (at <http://www.grafenwoehr.army.mil/7atc/default.htm>) provides information on available CAX simulations. The TRMS Website (at <https://trms.7atc.army.mil>) provides more information on locations of simulation facilities in USAREUR.

(4) USAREUR Training Strategy Simulations Integration. Figure 6-3 shows USAREUR Training Strategy simulations integration.

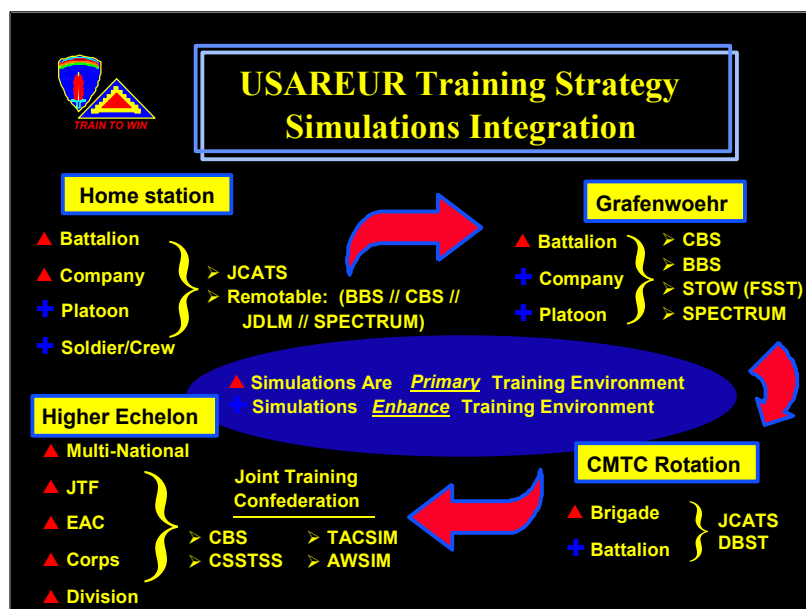


Figure 6-3. USAREUR Training Strategy Simulations Integration

(5) Leader-Development Training. Leader-development training may be conducted at the tactical level using company- through battalion-level tactical training simulations at battle-focused training sites and the CMTC Leader Development Center (LDC). Leader-development training requirements exist at all echelons and in all units. The 7ATC Website (at <http://www.cmtc.7atc.army.mil/units/ltc/default.htm>) provides more information on the CMTC LDC.

(6) Staff Digital Training. Figure 6-4 shows USAREUR digital training levels.

c. Virtual and Live Domains--Training Support Activity, Europe (TSAE). The Training Support Activity, Europe (TSAE), DOT, 7ATC, is the USAREUR proponent for TADSS, home-station training support, logistics, and production branches. The TSAE develops and implements policy and procedures that effectively support training throughout the USAREUR AOR.

(1) Training Areas.

(a) LTAs. LTAs are areas near U.S. installations that provide resources for training individual soldiers, crews, squads, and sections. The TRMS provides an on-line source of information on USAREUR LTA capabilities and the USAREUR LTA agreement with Germany at <https://trms.7atc.army.mil>. UR 350-220 provides policy on the HST structure, resources, facilities, and visual information (VI) products and services available for use by the U.S. Forces in USAREUR. It also prescribes command and staff responsibilities for conducting training on these LTAs.

1. Training conducted at LTAs is subject to the NATO SOFA and supplemental agreements. Servicing RTSCs should be contacted for current information.

2. Area Mike in Schweinfurt, Germany, is the only LTA in USAREUR that offers sufficient mounted maneuver area to support live, platoon-level maneuver training.



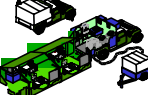


			Div ↓	Corps ↑
Level V		Full CP Training	DBST CBS - RTM	CBS - RTM
Level IV		Functional CP Training	DBST	CBS - RTM
Level III		Staff Drills Training	DBST (-)	DBST (-)
Level II		Section/Cell Staff Team Training	DBST (-)	DBST (-)
Level I		Individual Development	ABCS Embedded Trainer PEO Lead	

Figure 6-4. USAREUR Digital Training

(b) MTAs. There are only two U.S.-controlled MTAs in USAREUR:

1. The GTA in Vilseck, Germany. The GTA supports live-fire training of nearly all U.S. military equipment and limited, mounted maneuver training with nine platoon or larger STX lanes. The TRMS Website (at <https://trms.7atc.army.mil>) (under library) provides more information on the ranges at GTA, GTA SOPs, the Hellfire Procedures Guide (HPG), and the Aviation Procedures Guide (APG). The GTA is the only authorized site for record-qualification gunnery of M2/M3 Bradley and M1 Abrams-equipped units in USAREUR.

2. The CMTC in Hohenfels, Germany. The CMTC provides realistic and demanding force-on-force training for U.S. Army battalion-sized task forces stationed in Europe and units from Allied nations. More information on the CMTC is at <http://www.cmtc.7atc.army.mil>.

3. UR 350-10 prescribes policy and procedures for scheduling and using training facilities at Allied and USAREUR MTAs. UR 350-10 also provides tables that list USAREUR training areas for all levels of training and Allied training areas. The TRMS Website (at <https://trms.7atc.army.mil>) provides more information on scheduling MTAs.

(c) Maneuver Coordination Areas. MCAs are public or private, German-controlled land used temporarily with permission under approved maneuver rights to conduct a military maneuver or training.

1. Germany is divided into a number of maneuver area coordination centers (MACCs). A map of the available MACCs is on-line at <http://www.vcorps.army.mil/g5/maneuver/macc/maccs.htm>.

2. V Corps (AETV-GE) manages MACCs for Germany to prevent land overuse and conflicts in maneuver scheduling. More information on MACCs, procedures, and contact information is at <http://www.vcorps.army.mil/g5/maneuver>.

3. UR 350-22 provides detailed information on procedures to request the use of MCAs; premaneuver coordination requirements; policy, procedures, and requirements when using MCAs; and following up on damage claims and maneuver-impact procedures.

4. The Supplementary Agreement to the NATO SOFA, Article 45, with the approval of the German FMOD, gives the U.S. Forces the right to conduct maneuvers and exercises on non-U.S.-controlled land in Germany. UR 350-22 provides information on MCAs.

(d) Other Training Areas. USAREUR units may train outside U.S.- or HN-controlled training areas. The NATO headquarters conducting the exercise will coordinate use of these training areas for NATO-sponsored exercises. The TRMS Website (at <https://trms.7atc.army.mil>) maintains information in its library concerning available training areas outside the central region.

1. The Exercise Division, ODCSOPS, will coordinate the use of foreign training areas for bilateral exercises.

2. The IOD, ODCSOPS, will coordinate the use of foreign training areas for PfP exercises and exercises ISO PfP with the U. S. Embassy.

(2) HST and RTSCs. RTSCs provide world-class training support to the tactical community under the command and control of the 7ATC, which is the primary provider of training support to USAREUR.

(a) Under the RTSC, the tactical commanders have a single point of contact for their training support requirements. All training support personnel work for 7ATC, which eliminates filters between the tactical units and 7ATC. RTSCs and TSCs establish a direct support relationship with the supporting units in their AOR. Senior tactical commanders provide guidance on establishment of priorities for support. Emphasis will be on meeting the unit's training requirements at the TSC level.

(b) The RTSC will coordinate any training support requirements not available at the TSC level with other RTSCs and 7ATC. RTSCs and TSCs will develop Range Development Plans (RDP), in conjunction with their supporting units and coordinate them with the Senior Tactical Commander (STC) for prioritization and concurrence. The RTSC

structure increases responsiveness and eliminates boundaries, allowing repositioning of assets to different locations to meet training requirements.

(c) Figure 6-5 illustrates the interface between the RTSC and tactical units.

(3) Training Aids, Devices, and Simulators, and Simulations. Detailed information of TADSS to include descriptions, distribution, availability, and TSC points of contact can be found at the TRMS Website (at https://trms.7atc.army.mil/web/gregs_test/mainframe.htm). Additionally, the TSAE External SOP outlines procedures for TADSS support in USAREUR and is available in the TRMS Website library.

(a) Availability. RTSCs provide and supervise equipment such as Multiple Arcade Combat Simulator (MACS), PGT, Stinger Crew Proficiency Trainer, through sight video (TSV), the TWGSS, and the PGS. Movement of equipment outside of the country or MTA requires TSAE approval. With advance notification, RTSCs will have training devices available at specified times to support organizational training needs. The TRMS provides availability schedules and request procedures for the CCTT at https://trms.7atc.army.mil/web/gregs_test/mainframe.htm (under “Library”).

(b) TADSS Specific Regulations.

1. Current live TADSS in common use include the MILES family of direct fire simulators and the Air Ground Engagement System (AGES). Priority for MILES equipment is first to units at the CMTC, then to units at the GTA. Other units may request use of MILES equipment through ASG or BSB TSCs on a first-come-first-serve basis 60 to 90 days before their scheduled training exercise or event.

2. During crossover densities from the GTA to the CMTC, the 173d Brigade, USASETAF, will be permitted (based on availability) to draw MILES equipment from the CMTC for use at the GTA and return the equipment to the CMTC after completing CMTC training. This draw eliminates the need to draw MILES equipment twice.

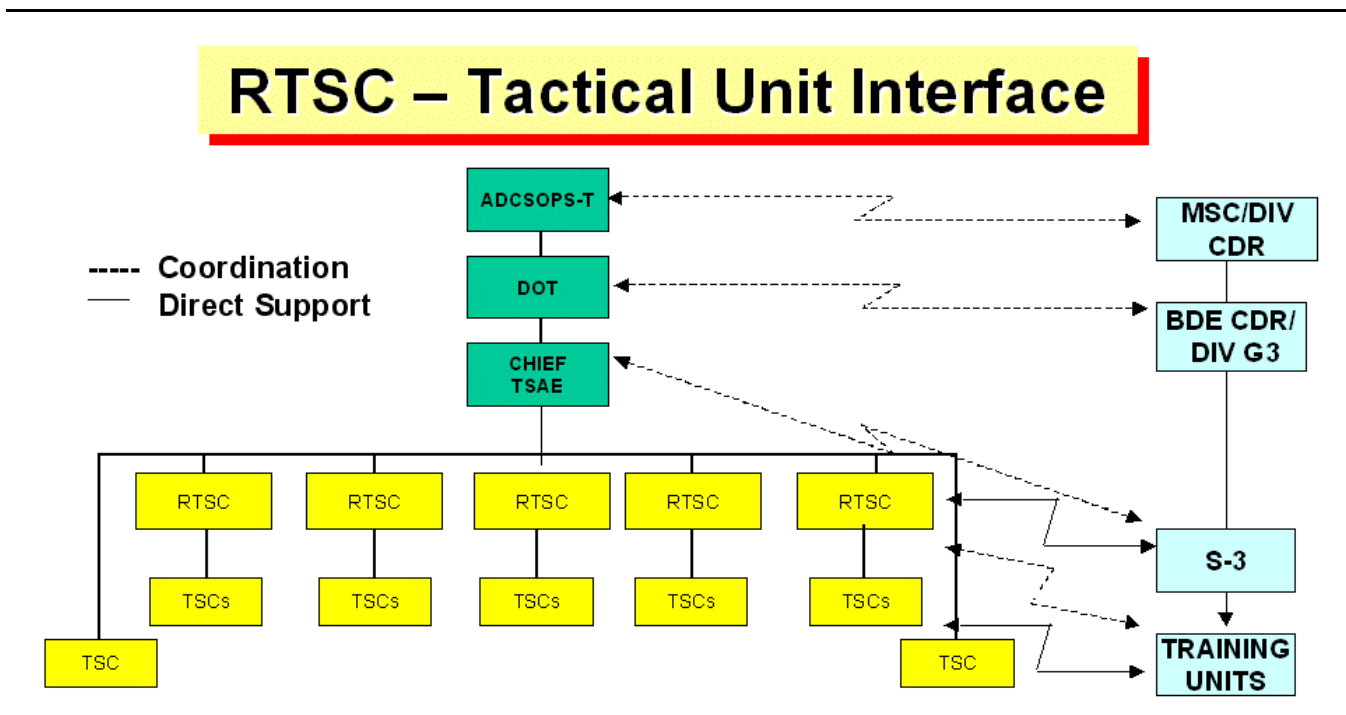


Figure 6-5. RTSC – Tactical Unit Interface

3. U.S. units will not lend or lease MILES equipment to NATO Allies. NATO Allies will contract with the U.S. Government according to the Arms Export Act, chapter 6, and DOD 5105.38-M, chapter 12, for use of MILES equipment.

4. The TWGSS and PGS will be issued to RTSCs for use by training units at home station and at the GTA.

(4) Ammunition.

(a) UR 700-130 lists USAREUR training-ammunition-management policy and procedures. The USAREUR training-ammunition-management strategy is to--

1. Forecast and provide resources for USAREUR-unit needs according to DA Pamphlet 350-38 (http://www.usapa.army.mil/pdffiles/p350_38.pdf) and DA Pamphlet 350-39 (http://www.usapa.army.mil/pdffiles/p350_39.pdf).

2. Redistribute training ammunition among USAREUR commands and provide commanders the ability to use saved ammunition for additional LFXs.

(b) The USAREUR Training Ammunition Management System Office will host two training ammunition conferences each year according to AR 5-13 (at http://www.usapa.army.mil/pdffiles/r5_13.pdf).

APPENDIX A REFERENCES

Section I REFERENCES

A-1. NATO AND DOD PUBLICATIONS

NATO Status of Forces Agreement

NATO Mutual Support Act of 1979

A-2. ARMY REGULATIONS

AR 1-201, Army Inspection Policy
http://www.usapa.army.mil/pdffiles/r1_201.pdf

AR 5-13, Training Ammunition Management System
http://www.usapa.army.mil/pdffiles/r5_13.pdf

AR 11-34, The Army Respiratory Protection Program
http://www.usapa.army.mil/pdffiles/r11_34.pdf

AR 25-400-2, The Modern Army Recordkeeping System (MARKS)
http://www.usapa.army.mil/pdffiles/r25_400_2.pdf

AR 27-10, Military Justice
http://www.usapa.army.mil/pdffiles/r27_10.pdf

AR 40-3, Medical, Dental, and Veterinary Care
http://www.usapa.army.mil/pdffiles/r40_3.pdf

AR 40-5, Preventive Medicine
http://www.usapa.army.mil/pdffiles/r40_5.pdf

AR 95-1, Flight Regulations
http://www.usapa.army.mil/pdffiles/r95_1.pdf

AR 135-18, The Active Guard Reserve (AGR) Program

http://www.usapa.army.mil/pdffiles/r135_18.pdf

AR 135-200, Active Duty for Training, Annual Training and Active Duty Special Work of Individual Soldiers

http://www.usapa.army.mil/pdffiles/r135_200.pdf

AR 135-210, Order to Active Duty as Individuals for Other Than a Presidential Selected Reserve Call-up, Partial or Full Mobilization

http://www.usapa.army.mil/pdffiles/r135_210.pdf

AR 190-11, Physical Security of Arms, Ammunition, and Explosives

http://www.usapa.army.mil/pdffiles/r190_11.pdf

AR 220-1, Unit Status Reporting

http://www.usapa.army.mil/pdffiles/r220_1.pdf

AR 350-1, Army Training and Education

http://www.usapa.army.mil/pdffiles/r350_1.pdf

AR 350-3, Tactical Intelligence Readiness Training Program

http://www.usapa.army.mil/pdffiles/r350_3.pdf

AR 350-9, Overseas Deployment Training

http://www.usapa.army.mil/pdffiles/r350_9.pdf

AR 350-17, Noncommissioned Officer Development Program

http://www.usapa.army.mil/pdffiles/r350_17.pdf

AR 350-21, Instruction in Benefits of an Honorable Discharge

http://www.usapa.army.mil/pdffiles/r350_21.pdf

AR 350-28, Army Exercises

http://www.usapa.army.mil/pdffiles/r350_28.pdf

AR 350-30, Code of Conduct/Survival, Evasion, Resistance and Escape (SERE) Training

http://www.usapa.army.mil/pdffiles/r350_30.pdf

AR 350-38, Training Device Policies and Management

http://www.usapa.army.mil/pdffiles/r350_38.pdf

AR 350-41, Training in Units

http://www.usapa.army.mil/pdffiles/r350_41.pdf

AR 350-58, Joint United States (US) Air Force, US Army, US Navy, and US Marine Corps Air Combat Training

http://www.usapa.army.mil/pdffiles/r350_58.pdf

AR 381-12, Subversion and Espionage Directed Against the U.S. Army (SAEDA)

http://www.usapa.army.mil/pdffiles/r381_12.pdf

AR 385-10, The Army Safety Program

http://www.usapa.army.mil/pdffiles/r385_10.pdf

AR 385-55, Prevention of Motor Vehicle Accidents

http://www.usapa.army.mil/pdffiles/r385_55.pdf

AR 385-95, Army Aviation Accident Prevention

http://www.usapa.army.mil/pdffiles/r385_95.pdf

AR 600-8-10, Leaves and Passes
http://www.usapa.army.mil/pdffiles/r600_8_10.pdf

AR 600-9, The Army Weight Control Program
http://www.usapa.army.mil/pdffiles/r600_9.pdf

AR 600-20, Army Command Policy
http://www.usapa.army.mil/pdffiles/r600_20.pdf

AR 600-55 and USAREUR Supplement 1, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)
http://www.usapa.army.mil/pdffiles/r600_55.pdf

AR 600-63 and USAREUR Supplement 1, Army Health Promotion
http://www.usapa.army.mil/pdffiles/r600_63.pdf
AR 600-85, Army Substance Abuse Program (ASAP)
http://www.usapa.army.mil/pdffiles/r600_85.pdf

AR 600-100, Army Leadership
http://www.usapa.army.mil/pdffiles/r600_100.pdf

AR 608-1, Army Community Service Program
http://www.usapa.army.mil/pdffiles/r608_1.pdf

AR 608-99, Family Support, Child Custody, and Paternity
http://www.usapa.army.mil/pdffiles/r608_99.pdf

AR 614-6, Permanent Change of Station Policy
http://www.usapa.army.mil/pdffiles/r614_6.pdf

AR 710-2, Inventory Management Supply Policy Below the Wholesale Level
http://www.usapa.army.mil/pdffiles/r710_2.pdf

AR 750-1 and USAREUR Supplement 1, Army Materiel Maintenance Policy and Retail Maintenance Operations
http://www.usapa.army.mil/pdffiles/r750_1.pdf

AR 750-43 and USAREUR Supplement 1, Army Test, Measurement, and Diagnostic Equipment Program
http://www.usapa.army.mil/pdffiles/r750_43.pdf

A-3. TRAINING CIRCULARS

Training Circular (TC) 1-209, Aircrew Training Manual Observation Helicopter, OH-58D Aviator/Aeroscout Observer
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-209/toc.html>

TC 1-210, Aircrew Training Program Commander's Guide to Individual and Crew Standardization
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-210/chg1toc.html>

TC 1-211, Aircrew Training Manual Utility Helicopter, UH-1
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-211/toc.htm>

TC 1-212, Aircrew Training Manual Utility Helicopter, UH-60/EH-60
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-212/contents.html>

TC 1-214, Aircrew Training Manual Attack Helicopter, AH-64
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-214/content.htm>

TC 1-216, Aircrew Training Manual Cargo Helicopter, CH-47

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-216/toc.htm>

TC 1-218, Aircrew Training Manual Utility Airplane

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-218/toc.htm>

TC 1-219, Aircrew Training Manual Guardrail/Common Sensor Airplane RC-12

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-219/tc1-219.htm>

TC 7-98-1, Stability and Support Operations Training Support Package

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/7-98-1/toc.htm>

TC 21-305-2, Training Program for Night Vision Goggle Driving Operations

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/21-305-2/toc.htm>

TC 25-20, A Leader's Guide to After-Action Reviews

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/25-20/table.htm>

TC 25-30, A Leader's Guide to Company Training Meetings

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/25-30/toc.htm>

TC 90-1, Training for Urban Operations

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/90-1/toc.htm>

A-4. DA PAMPLETS

DA Pamphlet 350-38, Standards in Weapons Training

http://www.usapa.army.mil/pdffiles/p350_38.pdf

DA Pamphlet 350-39, Standards in Weapons Training (Special Operations Forces)

http://www.usapa.army.mil/pdffiles/p350_39.pdf

DA Pamphlet 710-2-1, Using Unit Supply System (Manual Procedures)

http://www.usapa.army.mil/pdffiles/p710_2_1.pdf

DA Pamphlet 738-750, Functional Users Manual for The Army Maintenance Management System (TAMMS)

http://www.usapa.army.mil/pdffiles/p738_750.pdf

A-5. FIELD MANUALS

If any of the below links do not work, check the "New-Old" section of <http://www.adtdl.army.mil/atdls.htm> under "What's Hot!" for changes in field manual numbers.

FM 1-140, Helicopter Gunnery

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/1-140/toc.html>

FM 1-202, Environmental Flight

FM 1-303, Air Traffic Control Facility Operations and Training

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/1-303/toc.htm>

FM 3-0, Operations

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-0/toc.htm>

FM 3-4, NBC Protection

<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-4/toc.htm>

FM 3-04.301, Aeromedical Training for Flight Personnel
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-04.301/toc.htm>

FM 3-5, NBC Decontamination
<https://hosta.atsc.eustis.army.mil/cgi-bin/atdl.dll/fm/3-5/fm3-5.htm>

FM 3-19.40, Military Police Internment/Resettlement Operations
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/3-19.40/toc.htm>

FM 3-20.12, Tank Gunnery (Abrams)
<https://hosta.atsc.eustis.army.mil> (requires a password to access)

FM 17-12-7, Tank Gunnery Training Devices and Usage Strategies
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/17-12-7/toc.htm>

FM 19-15, Civil Disturbances
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/19-15/toc.htm>

FM 21-11, First Aid for Soldiers
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/21-11/fm2111.htm>

FM 21-20, Physical Fitness Training
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/21-20/toc.htm>

FM 22-100, Army Leadership
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/22-100/toc.htm>

FM 23-1, Bradley Gunnery
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/23-1/toc.htm>

FM 25-100, Training the Force
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>

FM 25-101, Battle Focused Training
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>

FM 27-10, The Law of the Land Warfare
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/27-10/toc.htm>

FM 90-40, Multiservice Procedures for the Tactical Employment of Nonlethal Weapons (NLW)
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/90-40/default.htm>

FM 100-14, Risk Management
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/100-14/default.htm>

A-6. SOLDIER TRAINING PUBLICATIONS

Soldier Training Publication (STP) 21-1-SMCT, Soldier's Manual of Common Tasks Skill Level 1
<https://hosta.atsc.eustis.army.mil>

STP 21-24-SMCT, Soldier's Manual of Common Tasks (SMCT) Skill Levels 2-4
<https://hosta.atsc.eustis.army.mil>

A-7. USEUCOM DIRECTIVES

These directives are available at <http://www.eucom.mil/directorates/ecj1/index.htm>?<http://www.eucom.mil/directorates/ecj1/>

USEUCOM Directive 55-11, Joint Task Force Headquarters Policies, Procedures and Organization

USEUCOM Directive 55-29, USEUCOM Joint Exercise and Training Program

A-8. USAREUR PUBLICATIONS

UR 10-5, HQ USAREUR/7A Organization and Responsibilities

UR 27-8, Law of War Program

UR 55-26, Unit Movement Planning

UR 95-1, USAREUR Aviation--General Provisions and Flight Regulations

UR 350-1-2, Policy, Procedures, and Responsibilities for Combined Arms Training Center Courses of Instruction

UR 350-2, Project Partnership

UR 350-3, USAREUR Tactical Intelligence Readiness Training (REDTRAIN) Program

UR 350-10, Allied and USAREUR Major Training Areas

UR 350-22, Maneuver and Field Training Exercise Rights in Germany

UR 350-50, Combat Maneuver Training Center

UR 350-220, Home Station Training Support

UR 351-1, Noncommissioned Officer Education System in USAREUR

UR 385-2, USAREUR Recreational Water Safety Program

UR 385-4, Tactical Overwater Operations

UR 385-14, Safety and Occupational Health Interface Program

UR 385-55, Prevention of Motor Vehicle Accidents

UR 525-13, Antiterrorism/Force Protection: Security of Personnel, Information, and Critical Resources

UR 525-50, Organization for Security and Cooperation in Europe Confidence- and Security-Building Measures

UR 600-8-3, USAREUR Postal Operations Manual

UR 600-8-8, USAREUR Sponsorship Program

UR 600-8-101, USAREUR Soldier Readiness Program

UR 600-29, Combined Federal Campaign--European Area

UR 608-2, Family Support System

UR 612-1, Community Central In- and Outprocessing

UR 690-6, Civilian Mobilization and Contingency Operations Planning and Execution

UR 700-130, Training Ammunition Management

UP 190-34, Drivers Handbook and Examination Manual for Germany

UP 350-7, Winning in the Cold

UP 350-205, Catalog of USAREUR Institutional Training Courses

UP 351-2-2, Catalog of Allied Institutional Training Courses

UP 385-15, Leaders Force-Protection Guide

UP 385-17, Leaders Guide to Force Protection in Physical Training Running Formations

USAREUR Command Policy Letter 3, Safety

USAREUR Command Policy Letter 5, Officer Professional Development and Utilization (Army Competitive Category Officers)

USAREUR Command Policy Letter 8, Physical Fitness Programs

USAREUR Command Policy Letter 9, Safety and Dispatch of Military Vehicles

USAREUR Command Policy Letter 21, Coaching and Mentoring

A-9. MISCELLANEOUS

Army Training Requirements and Resourcing System Website

<http://www.atrrs.army.mil>

Center for Army Leadership Website

<http://www-cgsc.army.mil/cal>

Center for Army Lessons Learned Newsletter Number 91-1, Rehearsals

<http://call.army.mil/products/newsletters/91-1/toc.htm>

Combat Maneuver Training Center Website

<http://www.cmtc.7atc.army.mil>

Combined Arms Training Center Website

<https://www.catc.7atc.army.mil>

Combined Arms Training Strategy Website

<http://leav-www.army.mil/ctd/cats/index.htm>

General Dennis J. Reimer Training and Doctrine Digital Library Website

<http://www.adtdl.army.mil/atdls.htm>

Graphic Training Aid 07-04-007, Training Meeting

http://www.adtdl.army.mil/cgi-bin/atdl.dll/gta/07-04-007/07-04-007_top.htm

Noncommissioned Officer Evaluation Reporting System Homepage

<https://www.perscomonline.army.mil/select/ncoer.htm>

Officer Evaluation Reporting System Homepage
<https://www.perscomonline.army.mil/tagd/oers/oers.htm>

Seventh Army Training Command Website
<http://www.grafenwoehr.army.mil/7atc/default.htm>

The U.S. Army Leader's Toolkit Website
<http://www.leadership.army.mil>

Training Resource Management System Website
<https://trms.7atc.army.mil>

Unit Counseling Program (TSP 158-e-1361) Website
<http://www.adtdl.army.mil/cgi-bin/atdl.dll/cctsp/158-e-1361/158-e-1361.htm>
United States Army Battle Command Training Program Website
<http://bctp.leavenworth.army.mil>

United States Army Developmental Counseling Library Webpage
<http://www.counseling.army.mil>

United States Army Military Police School Website
<http://www.wood.army.mil/warmod/nlcstsp/tsp.htm>

United States Army Publishing Agency Website
<http://www.usapa.army.mil>

United States Army Records Management and Declassification Agency Website
<http://www.rmda.belvoir.army.mil>

United States Army Training and Doctrine Command Pamphlet 525-73, Concept for Nonlethal Capabilities in Army Operations
<http://www.fas.org/irp/doddir/army/p525-73.htm>

United States Army Training Support Center Website
<http://www.atsc.army.mil>

USAREUR Civilian Human Resources Management Agency Website
<http://www.chrma.hqusareur.army.mil>

Warrior Preparation Center Website
<https://wwwmil.usafe.af.mil/direct/wpc>

Section II

FORMS

OF 346 (Motor Vehicle Operator's Identification Card)

DA Form 705 (Army Physical Fitness Test Scorecard)

DA Form 2028 (Recommended Changes to Publications and Blank Forms)

DA Form 5983-E (Equipment Operator Qualification Record)

APPENDIX B

DEPARTMENT OF THE ARMY CIVILIAN TRAINING AND EDUCATION

B-1. GENERAL

a. Civilians provide critical augmentation and continuity to the Total Army. More than ever before, the Army of the 21st century will rely on top-quality civilians in professional, technical, and leadership positions to provide a continuity of operation and expertise essential to the national defense.

b. The Army's Civilian Training, Education, and Development System (ACTEDS), as part of the Civilian Human Resource Management Agency (CHRMA) (at <http://www.chrma.hqusareur.army.mil>), supports the acquisition and training of a technically proficient and professional workforce. Additionally, the CHRMA provides for the progressive and sequential development of competent, confident leaders who are critical to guiding and maintaining a high-performance workforce.

B-2. CHRMA

a. The CHRMA carries out all aspects of the USAREUR civilian personnel training program for U.S. and local national employees. The CHRMA consists of the Civilian Personnel Operations Center (CPOC) and civilian personnel advisory centers (CPACs).

(1) The CPOC provides administrative and technical support to the training program, including processing and maintaining personnel actions and records, and providing technical assistance to CPACs and management officials. It also provides civilian human-resource development, recruitment, and position-management and -classification services on a centralized basis.

(2) CPACs provide on-site advice and guidance to managers, supervisors, and employees on all aspects of civilian employment and training with the Army and DOD.

b. The Civilian Personnel Directorate, Office of the Deputy Chief of Staff, Personnel and Installation Management, HQ USAREUR/7A, provides staff oversight of the CHRMA.

APPENDIX C AVIATION TRAINING

C-1. PURPOSE

This appendix establishes policy; prescribes goals, priorities, and requirements; defines responsibilities; and delegates authority for conducting aviation training in USAREUR.

C-2. SCOPE

Units should use this appendix with references to develop unit, aircrew, and individual training programs. The requirements outlined in this appendix will remain constant as the references listed change designation (for example, Training Circular (TC) 1-210 to TC 1-200, TC 1-214 to TC 1-238).

C-3. WAIVERS

Waivers to aircrew training manual (ATM) requirements or requirements prescribed by this regulation are discouraged. Waivers should be approved only for specific periods and as a result of circumstances beyond the control of the individual aviator, crewmember, or unit. The waiver authority is according to AR 95-1 and UR 95-1. Waivers needed because of resource constraints such as inadequate facilities or training areas constitute a requirement for improving local conditions, stationing changes, or force-structure changes.

C-4. AVIATION TRAINING IN USAREUR

a. According to UR 95-1, aviation training in USAREUR progresses from individual skill development through collective training for crews and sections, to training for companies, battalions, and brigades. Training for all units (company through brigade) will culminate in an external evaluation (EXEVAL) at least every 18 months. All aviation battalions and below will participate in a combat training center (CTC) rotation or Victory Strike-type exercise at least every 24 months, with 12 months being the goal. Brigades will participate in a Battle Command Training Program exercise at least every 24 months.

b. The Combined Arms Training Strategy (CATS) published by the United States Army Training and Doctrine Command (TRADOC) is a training resource and guide for the commander to execute company- and battalion-level training. The CATS does not limit the unit by making it comply with an exact iteration at a specified time or place, but allows lateral adjustments when needed to compensate for the limited availability of opposing forces (OPFORs); observer controllers (O/Cs); training aids, devices, simulators, and simulations (TADSS); and training areas.

c. Commanders are responsible for determining frequencies of training based on the mission-essential task force (METL) assessment and unit strengths and weaknesses. The EXEVAL cycle in the CATS helps commanders assess training needs. UR 350-10 provides procedures for scheduling the use of foreign ranges to support training. The limited maneuver space and the NATO Status of Forces Agreement (SOFA) require commanders to be innovative in accomplishing this demanding training in a restrictive environment.

d. Aviation units should seek every opportunity to train as part of the combined-arms team. Units will train to conduct operations in all reasonable conditions found in the USEUCOM area of responsibility. Special emphasis should be placed on night operations, high-altitude and high-gross-weight operations, and operations under limited visibility or poor weather conditions.

e. Units will conduct deployment training at least once a year. This training should consist of both self-deployment operations and strategic, theater-airlift training.

f. Commanders will ensure that junior aviators continue to build flight experience while assigned in USAREUR. Flight experience is vital to the development of officers and leaders.

C-5. USAREUR AVIATION TRAINING GOALS

Commanders accept elevated risk in peacetime training to ensure success during conflict. USAREUR aviators and soldiers must never be required to do anything in a dangerous or combat environment for which they have not been trained. Realistic training is the cornerstone of confident, mission-capable aircrews. Risk is an inherent part of all flight operations. Commanders will recognize, accept, and reduce the risk to the greatest degree possible, then train to standard under conditions that duplicate the expected battlefield or contingency area. Commanders will not send soldiers into harm's way untrained. To achieve this standard, commanders will train to emphasize the following goals:

- a. Develop and sustain combat-ready aviation units capable of executing their wartime and peacetime missions.
- b. Increase multiechelon and combined-arms training.
- c. Maximize the use of simulations and simulators.
- d. Maximize required flight training during service missions.

C-6. USAREUR AVIATION TRAINING PRIORITIES

USAREUR aviation training priorities according to AR 95-1 (at http://www.usapa.army.mil/pdffiles/r95_1.pdf), TC 1-210 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-210/chg1toc.html>), and aircraft ATMs are as follows:

- a. METL training.
- b. All-weather, day and night, individual and crew flight training.
- c. Maintenance training.
- d. Aircrew emergency-procedures training.
- e. Aviation life support equipment (ALSE) training.
- f. Aircrew-survivability-equipment training.
- g. Survival, evasion, resistance, and escape (SERE) training.

h. Aircrew-coordination training.

C-7. USAREUR-IDENTIFIED AVIATION TRAINING REQUIREMENTS

a. In addition to the requirements in this regulation and the CATS, commanders will develop, train, and integrate the following tasks into unit training:

- (1) Black-out operations (situational training exercise (STX) and field training exercise (FTX)).
- (2) Combat search and rescue (command post exercise (CPX) and FTX).
- (3) Military operations in urban terrain (classroom training, STX, and FTX).
- (4) Aircraft Survivability Equipment (classroom training, STX, and FTX).
- (5) Identification friend or foe (IFF) training (classroom training and STX with an air defense artillery unit).
- (6) Deployment training (self-deployment, strategic-air) (classroom training, STX, and closed-loop exercise).

b. Commanders should integrate the following tasks into unit training as circumstances and capabilities permit:

- (1) Single Channel Ground and Airborne Radio System (SINCGARS) and secure communications.
- (2) Downed-aircraft and aircrew-recovery-team operations.
- (3) Alternate refueling operations.
- (4) Negotiating wire obstacles.
- (5) Restricted operating zone (ROZ) operations.

C-8. STANDING OPERATING PROCEDURES

a. Written training standing operating procedures (SOPs) are the foundation for a unit's internal standardization. Subjects required in unit and aviation support facility training SOPs are (as a minimum) those specified in AR 95-1, AR 385-95, TC 1-210, and UR 95-1, and any specific areas selected by the commander to meet unit mission.

b. The Corps Aviation Safety and Standardization Detachment will serve as the USAREUR reviewing agency for any and all 3000-series tasks.

C-9. PERIODIC ACADEMIC TRAINING AND BRIEFING REQUIREMENTS

Subjects will be taught or briefed on an as-needed basis, as determined by the unit commander. Annual academic training is required for each condition and day/night flight familiarization will be conducted when possible. This regulation does not eliminate ATM, local, or safety regulatory requirements. Table C-1 lists aviation classes.

Table C-1 Aviation Classes		
Frequency	Subject Area	Reference
Semiannually	Aviation Weather Briefing	UR 95-1
	Petroleum, oils, and lubricants (POL)	UR 95-1
Annually	Accident reporting	AR 385-40
	Aircraft survivability equipment (ASE)	AR 95-1
	Aircrew coordination	TC 1-210
	Aviation life support equipment (ALSE)	AR 95-1 and FM 1-508
	Code of Conduct, SERE	AR 350-1 and UR 350-1
	Cold weather operations	FM 1-202 and TC 1-210

	Environmental (water safety, snow/cold weather operations, mountain, desert, over water before deployment)	AR 350-1, TC 21-21, TC 1-210, UR 350-1, and UR 385-4
	Extended range fuel system (ERFS) operations (if applicable)	Safety of flight (SOF) messages
	Fire extinguishers	29 CFR 1910.157(g)
	Fratricide	TC 1-210
	Hazard communication	29 CFR 1910.1200(h)
	Hazard reporting	AR 385-95
	Hot/cold weather injury prevention	AR 40-5
	Nuclear, biological, chemical (NBC)	AR 350-1
	Risk management	TC 1-210
	Threat/electronic warfare/Mode IV, IFF	AR 95-1
Every 3 years or less (When personnel turnover is high, a 2-year cycle is recommended.)	Aeromedical (altitude physiology, spatial disorientation, noise in aviation, night vision, illusions in flight, stress and fatigue, protective equipment, health maintenance, toxic hazards in aviation)	FM 3-04.301

C-10. SPECIAL TRAINING REQUIREMENTS AND CONSIDERATIONS

a. ERSF Operations. Use of ERSFs will be restricted to self-deployment (ferrying) missions and noncombat Aircrew Training Program training for AH-64s. UH-60 distinguished visitor, medical evacuation, cross-country, and self-deployment (ferrying) flights with ERSF must be conducted according to SOF messages and the Army's ERSF policy.

b. Back-Up Control System (BUCS) Training. AH-64 commanders with BUCS-equipped aircraft will establish a BUCS training program. This will include annual academic training and flight to ensure all aviators are familiar with operating characteristics and limits of the BUCS.

c. High-Gross-Weight and High-Altitude Operations. Aviation commanders will include high-gross-weight and high-altitude operations in the unit training plan. As a minimum, this should be included as a special-mission task during readiness-level progression and trained at least once a year during collective training.

d. Night Training.

(1) General. Commanders should conduct as much night training as possible in consideration of seasonal and current night-flying conditions.

(2) Apache Night Vision Goggle (NVG) Training. AH-64 unit commanders are encouraged to establish an NVG training program for all assigned copilot gunners and dual-seat aviators. As a minimum, commanders will qualify a cadre of instructor pilots to allow unit training in NVGs according to operational mission requirements. Designated AH-64-qualified aviators will maintain NVG currency according to TC 1-210 and TC 1-214.

e. Order of Merit. Units will establish an order of merit list (OML) to "train the trainer" in the following areas: SERE, high-altitude training, and Helo-Dunker Helicopter Emergency Egress Device (HEED) training. Fixed-wing units will also establish an OML for unusual-attitude-recovery training. Units will include these training-event costs in their annual training budget submissions.

f. Fixed-Wing Aviators. Aviators of fixed-wing aircraft will attend an aircraft-compatible, flight-simulator refresher-training course at least every 18 months.

g. Air Traffic Services (ATSs).

(1) General. ATS assets are a combat multiplier and essential to the aviation task force. Commanders should integrate tactical ATS force packages into aviation tactical collective training to develop working relationships and give

controllers as much tactical experience as possible. Commanders will ensure that aircrews support fixed-base training and currency requirements by maximizing the use of ground control airborne (GCA) and precision-approach radar at USAREUR airfields.

(2) Ground Controlled Approach (GCA) Radar Requirements. According to USAAVNCAIG 8846, Message 93-18, rated GCA controllers must control 10 approaches each month to maintain currency in the facility. Five of these approaches may be simulated. Rated controllers may also count five approaches conducted while signed on with a trainee toward their currency requirements.

C-11. AVIATION COMBAT MANEUVER TRAINING CENTER (CMTC) ROTATIONS

a. Aviation units should participate in combined-arms rotations at the CMTC to the maximum extent possible. Units will comply with UR 350-50, table E-2, Blue Force Milestones, for scheduled CMTC rotational densities.

b. Aviation battalions will participate in a CTC rotation every 2 years. Aviation units will generally comply with the current deployment, exercise, and redeployment (DEXR) schedule, which allows 3 days to arrive, 5 days for STXs, 14 days for the exercise, and 3 days to redeploy. Modification of this DEXR cycle requires approval by the first general officer in the chain of command in coordination with the CMTC. Platoons will arrive with a “T” in platoon tasks as evaluated by the battalion or squadron commander. Units participating in a rotation will complete the USAREUR Leader Training Program before entering the rotation.

c. Attack-helicopter gunnery densities will not be planned around a scheduled CMTC rotation. Units are encouraged to fit aircraft with the Multiple Integrated Laser Engagement System (MILES) before the rotation to validate the equipment and for home station training. The MILES will be installed before the beginning of the DEXR if available. During nonrotational periods, the MILES is available for HST.

d. The CMTC will establish an air-tasking order and special-instructions cycle based on joint doctrine for operations during the rotation. All aviation units will comply with the established cycle and processes.

e. The Grafenwöhr and Hohenfels Training Areas have STX opportunities for companies and below. These areas have 24-hour-a-day, 7-days-a-week flying opportunities under the NATO SOFA. S3 and G3 sections should contact the Falcons Observer/Controller cell to coordinate use of the Hohenfels Training Area and support facilities; the Grafenwöhr Training Area Range Control for access to live- and dry-fire ranges; and the Grafenwöhr Army Airfield for scheduling fixed-facility support and standard airfield services.

C-12. RECORD QUALIFICATION

Aviation-gunnery densities will be scheduled according to Seventh Army Training Command scheduling procedures in UR 350-10. Gunnery densities will be scheduled to allow units to conduct day and night record qualification according to FM 1-140 standards and the resource guidelines and strategy in AR 350-58. Gunnery training events (crew qualification and advanced gunnery tables) should be scenario-driven. HQ USAREUR/7A and V Corps will protect attack and scout aviation-gunnery densities as major training events.

APPENDIX D

COMBINED ARMS TRAINING STRATEGY

D-1. GENERAL

a. The Combined Arms Training Strategy (CATS) is designed to help commanders plan training as described in FM 25-100 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-100/toc.htm>) and FM 25-101 (at <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/25-101/fm25101.htm>). The CATS links the commander’s assessment of the unit mission-essential task list (METL) with the best means of training to correct assessed deficiencies through long- and short-term planning strategies. CATS matrixes describe a way of organizing task-based, multiechelon training into a set of events that will achieve and maintain a high state of training readiness in today’s environment of high personnel turbulence and key-leader turnover. CATS templates are uniquely organized to support the development and execution of a combined-arms training program.

b. CATS matrixes are available on the Combined Arms Training Strategy Website (at <http://leav-www.army.mil/ctd/cats/index.htm>) and through the General Dennis J. Reimer Training and Doctrine Digital Library Website

(at <http://www.adtdl.army.mil/atdls.htm>).

c. The CATS currently exists for the following types of battalions: armor, mechanized infantry, field artillery (155-millimeter self-propelled and Multiple Launch Rocket System (MLRS)), forward-support battalion, attack helicopter, air defense artillery (Stinger and Avenger), light division assault helicopter, heavy division engineer battalion, and heavy division cavalry squadron. Commanders and trainers of these types of battalions are the primary audience for these strategies. Additionally, the Standard Army Training System (SATS) interoperates with CATS matrixes to facilitate planning, recording training, and METL-assessment comparison.

d. The CATS is based primarily on the mission training plan (MTP) tasks necessary to train a battalion. To produce a complete training program, essential tasks not shown in MTPs were also recognized (generally in staff performance) and are indicated by descriptive titles. CATS matrixes are organized into three major functional categories: fight, deploy/redeploy, and sustain.

D-2. IMPLEMENTING CATS

This paragraph explains how commanders and unit trainers can apply CATS matrixes to their training environment.

a. Introduction. CATS matrixes help commanders plan what training needs to be done, how often it should be done, who should participate, and the level of participation required. These matrixes may be used to help coordinate training between supporting echelons and supported units.

b. Required Items. The following items are needed to use the CATS:

- (1) Copies of the training guidance and training calendars from higher headquarters.
- (2) The latest assessment of the unit's performance.
- (3) The CATS matrixes for the type of unit. (An armor battalion CATS is used for the example in this appendix.)

c. Using CATS Matrixes for Short-Term Planning. Leaders using CATS matrixes for short-term planning are assumed to have a METL in which their units will demonstrate proficiency. These leaders will use the CATS for guidance on appropriate training methods. To use the CATS for unit-training management requires an understanding of the training strategy and its components. This strategy is organized by the functional area and echelon to be trained and has eight interactive components expressed as columns in a matrix. The columns provide the following information:

(1) Column One. Column one records the mission and supporting tasks that require training. In the prototype strategies, the entries in column one include appropriate MTP missions and tasks. Column one also provides applicable field manual and Army Training and Evaluation Program (ARTEP) references. For example, if the commander of an armor company or team identifies "attack enemy positions" as one task in need of training, the commander will locate this on pages 101 to 103 of the company or team fight matrix.

(2) Column Two. Column two shows the desired frequency of and interval between repetitions of tasks. Frequencies in CATS matrixes were developed based on an average personnel turnover of about 8 percent each month. Commanders should consider personnel turnover and other factors when determining the desired training frequency.

(a) For "attack enemy positions," the matrix indicates training that should take place every month.

(b) Commanders may need to conduct additional training to be sure that their unit is making adequate progress. Both the turnover rate and the rate of progress need to be considered when determining how frequently to train over the short term. The commander in this example believes that training once a month will be adequate.

(3) Column Three. Column three lists alternative training means (combinations of events and media (live, virtual, or constructive) that might be selected to train the mission or task. Commanders select an appropriate means for each time they intend to conduct training on the task. Columns four through eight are characteristics of each means that are required to be considered in making these selections.

(a) The commander in this example will see that column 3 shows 12 training opportunities that the CATS specifies for training the “attack enemy positions” task over the course of 1 year:

1. Two field training exercises (FTXs) (one that is part of a task force external evaluation (EXEVAL) and one that is a company or team EXEVAL in a task force FTX).
2. Two situational training exercises (STXs) (a list of three candidate STXs from the appropriate ARTEP is shown).
3. One combined-arms live-fire exercise.
4. One STX using the Multiple Integrated Laser Engagement System (MILES).

NOTE: The actual CATS published by the United States Army Training and Doctrine Command (TRADOC) prescribes the Precision Range Integrated Maneuver Exercise (PRIME) system as the means for this event. Since USAREUR has not fielded the PRIME system, the MILES has been substituted as a recommended alternative.

5. One fire-coordination exercise (FCX) or command field exercise (CFX) conducted in the field.

NOTE: Commanders should consider incorporating a simulations-driven tactical exercise without troops (TEWT) before conducting an FTX, FCX, or CFX. Reviewing procedures in simulations can start units further up the learning curve before they go to the field and begin expending valuable resources.

6. One FCX or CFX conducted in a close combat tactical trainer (CCTT).

7. Four exercises involving TEWT, map exercises, orders drill, or company seminar or demonstration methods using joint conflict and tactical simulation (JCATS) or a sand table. (TRADOC recommends Joint Army Navy Uniform Simulation (JANUS), but USAREUR uses the JCATS.)

(b) The commander in this example determines which means in subparagraphs (a) 1 through 7 above is most appropriate to meet unit goals and most appropriate to the available resources. If the commander is planning for 3 months, the commander could choose three of these means.

1. One or more of these events could already be planned on the unit calendar. For example, the battalion may have an FTX scheduled for the middle month. In this case, the commander should look for a training means to use in the first month that will ensure that the unit meets the gate requirements for that battalion or task force FTX.

2. The commander also should look for a training means to use in the month after the task force FTX to sustain unit proficiency.

(4) Column Four. Column four lists the estimated duration of each means (determined by the event more than by the medium). Commanders will ensure that there is time available, with the other requirements on units and personnel, to perform the means they select.

(5) Column Five. Column five shows a means-quality rating that is related to the cost and realism of the event or medium.

(a) Means-quality-rating levels range from A through D as follows:

1. A: Described as most realistic. Identified as a CTC deployment and training activity or other, similar deployment and training. The fidelity (realism) achieved by the terrain, simulations, simulators, and opposing forces provides a unit with the opportunity to execute at the highest level short of combat. This level of training means provides near-combat conditions and a highly accurate evaluation and feedback process. A commander will have great confidence in assessing the unit's proficiency based on that experience. In USAREUR, examples are a battalion CMTC rotation or Victory Strike.

2. B: Described as a high-fidelity, home-station training exercise. These exercises provide a multiechelon training experience with the participation of all elements of the unit needed to ensure accurate cues and responses. This level

of event will have a well-trained and sufficient opposing force and appropriate observer/controllers. The commander should have confidence in the accuracy of the unit-performance assessment. In USAREUR, examples are CMTC LFX, company STX, or a platoon “3-Day War.”

3. C: Described as a partial task training exercise. At this level, the trainer deliberately limits the training to concentrate on either a part of the task (performed by the full unit) or only part of the unit (performing the full task). This level provides individual and collective training necessary to attain the proficiency needed to participate safely and effectively in a B-level event. Additionally, a C-level event may sustain a high level of proficiency obtained during a recent A or B event without expending a large amount of resources. In USAREUR, this may be a platoon-level CCTT exercise for Tank Table XII gunnery or platoon STX.

4. D: Described as a subtask training exercise. The trainer, in choosing this level of training event, deliberately limits the training to concentrate on a complete subtask (not linked to other subtasks) or a complete subunit (not linked to other subunits) or an individual. This level event is in preparation for a C-level event. Examples of this level may be individual movement technique (IMT) training, personal weapons qualification, and first aid.

(b) When choosing events and media, commanders will balance the resource costs of different training media with the need for realism and repetition. Generally, as the unit becomes more proficient, the realism should increase. This provides for the consistently challenging training environment specified in FM 25-100.

(c) Realistic exercises provide a sound basis for making assessments of unit proficiency. Safety concerns, however, require that units with many new members (through personnel turnover) or that have been diverted from their normal training (for example, to conduct contingency operations) should not be exposed to very high levels of realism until they meet the prerequisite gates.

(d) The commander in this example may believe that the unit is ready for an STX in the month before the task force FTX. In the month after the task force FTX, the commander wants to sustain skills but does not believe that a field exercise is required. The commander therefore plans to conduct an FCX or CFX in the CCTT if the facility is available for this purpose.

(6) Column Six. Column six identifies the training unit or audience for the event. The information in this column is drawn from the appropriate MTP. The important consideration for commanders will be whether or not they feel the need to incorporate attached personnel and equipment into the training means. Commanders coordinate with the appropriate leaders to ensure that these personnel will be available and that they meet prerequisite training gates. The format of the information in the matrix will help the commander coordinate with other commanders.

(7) Column Seven. Column seven provides prerequisite training (training gates) that should be reached by the members of the training audience before executing the means in column three.

(a) If the training audience has not reached the specified level of proficiency, the means cannot achieve the quality indicated in column five. Safety considerations may not allow the training to be conducted if the proficiency gate is not met.

(b) The commander in this example does not expect problems with meeting proficiency gates (for example, not all of the supporting MTP tasks have been placed in the table).

(8) Column Eight. Column eight provides a place to record detailed comments on the purpose and desired outcome of each event along with other remarks or guidance.

(a) The sample matrix offers many comments about characteristics of the training means that determine the quality and about using specific simulations to support some events.

(b) The commander in this example may want to consult with personnel at the simulation center to update the information about the suitability of the simulation for the event to be conducted. For example, if the commander wants to stress the dismounted assault, the commander may need to conduct a CFX in the field rather than in the CCTT.

(c) The CATS model is only a tool for commanders and leaders.

APPENDIX E

MANDATORY TRAINING AND CERTIFICATION

E-1. GENERAL

a. Purpose. This appendix provides a single-source reference for all training and training-certification requirements in USAREUR. Commanders must be dedicated to preparing their unit to accomplish their missions. The mandatory training is not to be a distracter from mission-essential task list (METL)-based training. The established frequencies are based on the expected perishability of prescribed skillsets. Effective commanders find ways to integrate most of these training requirements into the normal training cycle, minimizing detracting from battle-focused training. For example, a commander may assess that training required to be done every 6 months may be completed by leaders at lower levels during the 6 months (for example, opportunity training) as opposed to the entire unit stopping all training to complete the requirement at one time. The commander is responsible for ensuring the unit receives effective training that enhances rather than detracts from METL proficiency.

b. Scope. This appendix covers all training, certification, and education requirements applicable to all USAREUR units, agencies, and personnel. Staff proponents for USAREUR publications that prescribe training requirements will ensure that these requirements are reported to the Assistant Deputy Chief of Staff, Operations-Training, USAREUR, for inclusion in this appendix. Additionally, units that note training requirements not listed in this appendix will report discrepancies to the Directorate of Training, Headquarters, Seventh Army Training Command.

c. Organization. The tables are organized by echelon into the three following categories:

(1) Military Training: The instruction of personnel to improve their ability to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness.

(2) Certification/Inspection: To attest to meeting a standard, including qualification to perform certain duties.

(3) Military Education: The systematic instruction of individuals in subjects that will increase their knowledge of the science and art of war; the development of individuals in concert with Army goals, values, and directives.

d. Legend. The following describes terms and abbreviations used to define echelon, frequency, and training-requirement codes:

(1) Training Echelon.

(a) Unit: Complete unit. Training conducted for every unit, agency, and activity member.

(b) Leader: Leader training.

(c) Military Occupational Specialty (MOS): Partial unit driven by the soldier's MOS. Training for selected personnel based on the soldier's MOS.

(d) Duty: Partial training by duty-assignment program. Training conducted by selected personnel based on their duty.

(e) Inprocessing Training Center (ITC): Inprocessing training center. Training conducted by inprocessing personnel at the servicing ITC.

(2) Training Frequency.

(a) A - Annual: Scheduled and conducted every year.

(b) S - Semiannual: Scheduled and conducted twice every year.

(c) **Q - Quarterly:** Scheduled and conducted once a quarter (four times a year).

(d) **O - Other:** Conducted before, during, or after a specified event or as determined by the commander's assessment of the need or after personnel turnover.

(3) Training Requirements Codes.

(a) **P - Program:** Periodic requirements as part of a continuous or cyclical training program that includes periodic evaluation of proficiency (for example, physical fitness or weapons qualification).

(b) **M - Mission:** Periodic requirement for certain units depending on the unit METL.

(c) **T - Time Sensitive:** Training required within a reasonable period before an event or exercise.

(d) **I - Integrated:** Allows commanders flexibility to integrate the event with related or other training. Not intended as stand-alone training events.

(e) **H - Highlight and Awareness:** Does not assume training in schools, but does require command emphasis.

(f) **R - Refresher:** Assumes that the soldier has been trained to standard in schools, but requires occasional review to sustain a training level for all soldiers.

(g) **C - Certification:** Attend certification course, training, or both.

E-2. USAREUR MANDATORY MILITARY TRAINING REQUIREMENTS

Table E-1 lists all training requirements for USAREUR units and soldiers. The glossary defines abbreviations used in the table. Commanders are responsible for determining training frequencies and priorities based on their METL assessment and the unit assessment of training strengths and deficiencies. Where specific frequencies are listed, these are the minimum training requirements.

Table E-1					
USAREUR Consolidated Military Training Requirements					
Echelon	Subject	Frequency	Reference	Requirement	Proponent
Unit	CTT	A	AR 350-41	Complete annual mandatory CTT requirements.	DA
Unit	EXEVAL	A	UR 350-1	Conduct an EXEVAL each year.	ODCSOPS
Unit	NBC Defense Training	O	AR 350-1, AR 350-41, FM 3-3, FM 3-100	I. Integrate NBC training into training events/exercises to achieve and maintain the standards for NBC defense tasks.	ODCSOPS
Unit	Water Safety	A	AR 350-1, UR 385-4	M. Units with over-water operations in their METL will train according to TC 21-21 and UR 385-4.	ODCSPIM
Unit	Weapons Qualification	A/S	AR 350-1, DA Pamphlet 350-38	P. According to STRAC Program.	ODCSOPS
Unit	Physical Fitness	S	AR 350-1	P. Record APFT.	ODCSOPS
Unit	Law of War	A	AR 350-1	I. Level B training.	TJAG/OJA
Unit	Operations Security	O	AR 350-1	I.	ODCSOPS
Unit	Risk Management	O	AR 385-10, FM 100-14	T, I, H. Before any exercise.	ODCSPIM

Table E-1 USAREUR Consolidated Military Training Requirements					
Echelon	Subject	Frequency	Reference	Requirement	Proponent
Unit	Depleted Uranium Awareness Training	A	AR 350-1	M. Annually for all soldiers. Mandatory CCC task (031-503-1017), Respond to Depleted Uranium/Low Level Radioactive Hazards. USAREUR commands will report to the ODCSOPS and DOT on OPD and total number of soldiers trained. Unit commanders will maintain a signed memorandum for record on all individuals who receive depleted uranium awareness training (tier).	ODCSOPS
Unit	Prevention of Motor Vehicle Accidents	O	AR 350-1, AR 385-55	I, H. For military and civilian personnel, training will be given as soon as possible after entry into Government service and every 4 years thereafter as part of the license-renewal procedure.	ODCSOIM
Unit	Heat/Cold Weather Training	A	AR 40-5, AR 350-1	I.	TSG/OCSURG
Unit	Hearing Protection, Respiratory Protection, PPE	O	AR11-34, AR 40-5, AR 350-1	I.	TSG/OCSURG
Unit	First Aid	A	AR 40-3, AR 350-1	I. As part of CTT.	TSG/OCSURG
Unit	Mine Awareness	A	DA Pamphlet 350-38	See DA Pamphlet 350-38 to determine requirements for type of unit.	ODCSENGR
Unit	Deployment Readiness	Q	UR 55-26 UR 525-1	Verify UMD (AUEL) is current or updated.	ODCSLOG
Unit	Deployment Readiness	A	UR 55-26	UMC VALIDATES AND APPROVE UNIT MOVEMENT PLANS.	ODCSLOG
Unit	Code of Conduct/Survival, Evasion, Resistance, and Escape	O	AR 350-1, AR 350-30, AR 350-41	I, M. Conduct level-B training for individuals vulnerable to exploitation.	ODCSOPS
Unit	SAEDA	A	AR 350-1, AR 381-12	I. May be done with force protection.	ODCSINT
Unit	Army Safety Program	O	AR 350-1, AR 385-10	I, H.	ODCSOIM
Unit	Explosives Safety	A	AR 385-64	I, H.	ODCSOIM
Unit	Arms Control Compliance Training	A	DODD 2060.1; USCINCEUR OPLAN 4324-91; UR 525-50; CG, USAREUR/7A, OPORD 4324-92	ASGs conduct an annual evaluation for each USAREUR Conventional Forces Europe object of verification.	ODCSOPS
Unit	Hazardous Communication (HAZCOM)	O	UR 385-10	All personnel.	ODCSIM
Military Police Unit	Nonlethal Weapons Qualification	O	CG, USAREUR/7A, Command Training Guidance	MP units conduct NLW qualification before deployment where the weapons may be employed.	ODCSOPS
Battalion	Deployment Readiness	S	UR 600-8-101	Schedule and conduct a PDP.	ODCSOIM
Battalion	Combat Lifesaver Training	A	AR 350-1, AR 350-41	Every squad, crew, or equivalent-sized unit will have at least one CLS; recertify annually.	TSG

Table E-1 USAREUR Consolidated Military Training Requirements					
Echelon	Subject	Frequency	Reference	Requirement	Proponent
Company	Arms, Ammunition, and Explosives Security	O	AR 190-11, AR 385-10, AR 385-64, UR 190-13	M, I, P. Initiate a training program on AA&E security.	OPM
Company	Deployment Readiness	O	UR 600-8-101	Review SRFs and update Company Information System (CIS).	ODCSPIM
Company	Driver Training	O	AR 600-55	P. Ensure vehicle operators are properly trained and licensed.	ODCSLOG
Company	Financial and Relocation Readiness	O	AR 608-1, AR 614-6, AR 614-30	Review SRFs with each soldier and update Company Information System (CIS).	ODCSPIM
Unit/ Individual	Antiterrorism/ Force Protection (AT/FP)	O	DODD 2000.12, AR 350-1, UR 525-13	P, M, T, I, H, R. High-risk personnel or billet, before performing FP security duties.	ODCSOPS
Leaders	Leadership Training	O	AR 350-1, AR 600-100, UR 350-1	I, at selected USAREUR schools, OPD, NCODP.	ODCSPIM
Operator/ Crew	Fire Evacuation Drills	Q	AR 385-55	Conduct fire evacuation drills according to vehicle TM.	ODCSPIM
Military Occupational Specialty	REDTRAIN	O	AR 350-1, AR 350-3, UR 350-3	Per unit commander program.	ODCSINT

E-3. USAREUR MANDATORY CERTIFICATION/INSPECTION REQUIREMENTS

Table E-2 lists all training-certification requirements for USAREUR units and soldiers. Before soldiers are placed in these duty assignments, they are required to first pass the certification training required for the position.

Table E-2 USAREUR Consolidated Certification Requirements				
Echelon	Position	Course Title	Reference	Proponent
ASG	Casualty Area Officer	1st PERSCOM Casualty Course	None	ODCSPIM
BSB	Casualty Notification Officer/NCO	1st PERSCOM Casualty Course	None	ODCSPIM
ASG/BSB	ASG/BSB Commanders and CSMs	Commander and CSM Course (ASG 67)	UR 350-1	ODCSOPS
Brigade	Brigade Safety Officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPIM
Unit	Range Safety Officer/NCO	Range Safety Officer/NCO Course	AR 385-63 and USAREUR Supplement 1, GTA SOP 1	ODCSPIM
Battalion	Battalion Safety Officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPIM
Battalion	Hazardous Cargo Driver Training	Hazardous Materials Driver Course (HAZ 11) to get <i>ADR</i> Certification	UR 55-4	ODCSPIM
Battalion	Battalion Security Manager	Security Managers Course	AR 380-5	ODCSINT
Battalion	Dangerous Goods Adviser	HAZ 16	UR 55-4	ODCSPIM
Battalion	Postal Supervisor	Postal Supervisor Training	UR 600-8-3	ODCSPIM
Battalion	Rear Detachment Commander and Family Support Liaison	Rear Detachment Commanders and Family Support Liaison Course	UR 608-2	ODCSPIM
Battalion	Sponsorship Leader	(ACS conducts training for sponsorship leaders.)	AR 600-8-8	ODCSPIM
Battalion	Unit Postal Officer	Unit Postal Officer Training	UR 600-8-3	ODCSPIM

Table E-2**USAREUR Consolidated Certification Requirements**

Echelon	Position	Course Title	Reference	Proponent
Battalion	Battalion Dangerous Goods Adviser	Dangerous Goods Safety Adviser	UR 55-4, German Dangerous Goods Commissioner Ordinance	ODCSPI, ODCSLOG
Battalion	Force Protection Officer	Level II AT/FP Training	UR 525-13	ODCSOPS
Battalion	Master Fitness Trainer	Master Fitness Training Course (MFT 01)	UR 350-1	ODCSOPS
Battalion	Battalion Maintenance TAMMS/PLL Clerk	ULLS-G Operations Course (LOG 76)	AR 710-2, A Pamphlet 738-750	ODCSLOG
Battalion	Battalion Maintenance TMDE Coordinator	TMDE	AR 750-43 and USAREUR Supplement 1	ODCSLOG
Battalion	Battalion Motor Officer	STAMIS Orientation Course (LOG 75)	DA Pamphlet 738-750	ODCSLOG
Battalion	Battalion Motor Sergeant	STAMIS Orientation Course (LOG 75)	DA Pamphlet 738-750	ODCSLOG
Battalion	Battalion Unit Movement NCO	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Battalion	Intermediate Command Unit Movement Officer	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Battalion/Company	HAZMAT Drivers Certification	Hazardous Materials Drivers Course (HAZ 11) to get <i>ADR</i> Certification	UR 55-4	ODCSLOG
Company	Company Commanders and First Sergeants	Company Commander/ISG Course (CCFS 25)	USAREUR Command Policy Letter 14	ODSCOPS
Company	CFC Coordinator	CFC Coordinator Training	UR 600-29	ODCSPI
Company	CFC Keyworker	CFC Keyworkers Training	UR 600-29	ODCSPI
Company	Company Safety NCO	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPI
Company	Equal Opportunity Leader	Equal Opportunity Leader Course (EOL 471)	AR 600-20, UR 600-21	ODCSPI
Company	Family Support Group Leader	Army Family Team Building Training	UR 608-2	ODCSPI
Company	Family Support Liaison	(Same training as for rear detachment commanders.)	UR 608-2	ODCSPI
Company	Military Sponsor	ACS Sponsorship Training	AR 600-8-8	ODCSPI
Company	Postal Clerk	Postal Clerks Training	UR 600-8-3	ODCSPI
Company	Unit Mail Clerk	Unit Mail Clerks Training	UR 600-8-3	ODCSPI
Company	Unit Postal Clerk (without ASI)	Postal ASI Training	UR 600-8-3	ODCSPI
Company	Armorer/Assistant Armorer	Small Arms Maintenance for Unit Armorers Course (SAM 31)	AR 190-11	ODCSLOG
Company	Company AOAP Monitor/Assistant	AOAP Training	AR 750-1 and USAREUR Supplement 1	ODCSLOG
Company	Company Maintenance TAMMS/PLL Clerk	ULLS-G Operations Course (LOG 76)	DA Pamphlet 738-750	ODCSLOG
Company	Company TMDE Coordinator	TMDE Training	AR 750-43 and USAREUR Supplement 1	ODCSLOG
Company	Company Executive Officer	ULLS-G Operations Course (LOG 76)	DA Pamphlet 738-750	ODCSLOG
Company	Company Motor Sergeant/Maintenance Shop Foreman	ULLS-G Operations Course (LOG 76)	DA Pamphlet 738-750	ODCSLOG
Company	HAZMAT Cargo Certifier	Hazardous Materials (-2) Certification Courses (HAZ 12 and 15/16) to get <i>ADR</i> Certification	TM 38-250, UR 55-4	ODCSLOG
Company	Supply Sergeant	Unit-Level Supply Course (LOG 73)	AR 710-2, DA Pamphlet 710-2-1	ODCSLOG
Company	Supply Officer	Unit-Level Supply Course (LOG 73)	AR 710-2, DA Pamphlet 710-2-1	ODCSLOG
Company	Tire Mounting, Demounting, and Inflation Personnel	Tire Maintenance and Training Course	AR 750-1 and USAREUR Supplement 1, TM 9-2610-200-14	ODCSLOG

Table E-2 USAREUR Consolidated Certification Requirements				
Echelon	Position	Course Title	Reference	Proponent
Company	Tire, Track, and Roadwheel Classifier	Tire, Track, and Roadwheel Classification Course	AR 750-1 and USAREUR Supplement 1	ODCSLOG
Company	Unit Movement Officer (SSG or above)	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Company	Force Protection Officer	AT/FP Level II Training	UR 525-13	ODCSOPS
Company	ULM Cadre	ULM Cadre Certification Course	UR 350-1	ODCSLOG /MAIT
Individual	Communications Security (COMSEC)	COMSEC Custodian Course (INT 34)	AR 380-40, TB 380-41, UR 380-40, UP 380-40	ODCSINT
Individual	Equipment Operators	ULM Certification/Driver's Licensing	AR 600-55 and USAREUR Supplement 1, UR 350-1	ODCSLOG /MAIT
Individual	Postal Volunteer	Postal Volunteer Training	UR 600-8-3	ODCSPIIM
Individual	Summary Courts Officer (Casualty)	1st PERSCOM Casualty Course	None	ODCSPIIM
Individual	Armed Guard	Certification	UR 525-13	ODCSOPS
Individual	Computer User	USAREUR Computer-User Test	UP 25-25, USAREUR Command Policy Letter 4	ODCSIM
Individual	Information Assurance Manager, Information Assurance Security Officer, or person with elevated privileges on UR networks	Information Assurance/Computer Network Defense (IA/CND) Training Program (IA/CND Core Technologies 1 and 2 (IA1 and IA2))	USAREUR Command Policy Letter 4	ODCSIM
Individual	System administrator	Information Assurance/Computer Network Defense (IA/CND) Training Program (IA/CND Core Technologies 1 and 2 (IA1 and IA2) and Advanced IA/CND Core Technologies 3 (IA3))	USAREUR Command Policy Letter 4	ODCSIM
Individual	First-time supervisors of civilian employees	Supervisor Development Correspondence Course SDC 131, F21 (sub-courses ST 5001 & ST 5002)	AR 690-400	CHRNA
Individual	Newly appointed managers of civilian personnel (to be completed within 6 months after assignment)	Manager Development Correspondence Course MDC 131, F21 (sub-course ST 6000)	AR 690-400	CHRNA
Individual	DA interns and newly appointed or promoted journeyman-level civilian employees	Action Officer Development Correspondence Course AODC 131, F41 (subcourse ST 7000)	CHRNA Website (at http://www.chrna.hqusareur.army.mil)	CHRNA
Individual	DA interns	Intern Leadership Development Course	CHRNA Website (at http://www.chrna.hqusareur.army.mil)	CHRNA
Individual	New civilian, local national and military first-line supervisors of civilian employees	Leadership, Education, and Development (LEAD)	CHRNA Website (at http://www.chrna.hqusareur.army.mil)	CHRNA

E-4. USAREUR MANDATORY MILITARY EDUCATION REQUIREMENTS

Table E-3 lists the mandatory military education requirements for USAREUR.

Table E-3 USAREUR Mandatory Military Education Requirements					
Echelon	Subject	Recommended Frequency	Reference	Requirement	Proponent

Table E-3**USAREUR Mandatory Military Education Requirements**

Echelon	Subject	Recommended Frequency	Reference	Requirement	Proponent
Unit	Equal Opportunity (EO)/Prevention of Sexual Harassment (POSH) training	Q	AR 600-20	P, H, R. two quarters of year will be POSH training. *- these blocks of instruction may be used in CO2 training to effectively cover the training requirements for both programs at the same time.	ODCSPIM
Unit	Consideration of Others (CO2)	Q	AR 600-20	P, H, R.	ODCSPIM
Unit	Alcohol & Drug Abuse Program	O	AR 600-85, AR 350-1	P, I, H. On a regular basis and within 60 days of PCS or initial employment with DA (civilians)	ODCSPIM
Unit	Army Core Values	O	VOCO CSA	P	ODCSPIM
Unit	Family Advocacy/Family Abuse Prevention Training	O	AR 350-1, AR 608-99, UR 608-2	P, I, H. Commanders will periodically brief soldiers on their obligations. In addition, soldiers will also be briefed, to the extent warranted by their personal situations, on these obligations during mobilization training, while processing under the soldier readiness program (SRP) and for preparation for overseas movements (POR), and in conjunction with mobilization, deployment, and PCS.	ODCSPIM
Unit	Army Policy on Homosexual Conduct	O	AR 600-20	P, I, H	ODCSPIM
Unit	Benefits of an Honorable Discharge	O	AR 350-21	P. Training is given to enlisted personnel on entry into the service or within 60 days. It will be given again-- a. On completion of 6 months service. b. After the second article 15 (company grade) or first field grade article 15 in an enlistment. c. After any court-martial in which the soldier is not discharged, first drug abuse positive.	ODCSPIM
Unit	Fraternalization Between Soldiers of Different Rank	O	AR 600-20	P, R	ODCSPIM
Unit	Suicide Risk Awareness Training	O	AR 600-63	P, H. See chapter 5.5 of AR 600-63 for specific requirements.	ODCSPIM
Unit	Health Benefits Awareness	O	AR 40-3, AR 350-1	I. Before PCS	TSG/OCSURG
Leaders	Sponsorship Training	O	AR 600-8-8	ACS conducts training for sponsors.	ODCSPIM
Duty	Military Justice Course B	O	AR 27-10, AR 350-1	I. See AR 27-10 for more details on timing and requirements.	TJAG/OJA
Duty	Public Affairs Program	O	AR 350-1, AR 360-1	I	OCPA
ITC	Equal Opportunity & Sexual Harassment	O	AR 600-20, AR 350-1	Complete during inprocessing	ODCSPIM
ITC	Safety	O	AR 385-10, AR 350-1	Complete during inprocessing	ODCSPIM
ITC	Army Family Team Building	O	UC 608-1	Complete during inprocessing	ODCSPIM
ITC	USAREUR Command Briefing	O	None	Complete during inprocessing	ODCSOPS
ITC	Education Services and Programs	O	AR 621-5	Complete during inprocessing	ODCSPIM

Table E-3**USAREUR Mandatory Military Education Requirements**

Echelon	Subject	Recommended Frequency	Reference	Requirement	Proponent
ITC	SAEDA	O	AR 381-12	Complete during inprocessing	ODCSINT
ITC	OPSEC	O	AR 530-1	Complete during inprocessing	ODCSOPS
ITC	NEO	O	UR 525-27	Complete during inprocessing	ODCSOPS
ITC	Antiterrorism/Force Protection	O	DODI 2000.16	Complete during inprocessing	ODCSOPS
ITC	Drivers Training	O	UP 190-34	Complete during inprocessing	ODCSLOG
ITC	Alcohol and Drug Abuse Program	O	AR 350-1, AR 600-85	Complete during inprocessing	ODCSPIM

APPENDIX F**RESERVE COMPONENT TRAINING PROGRAMS IN USAREUR****F-1. GENERAL**

The USAREUR goal for Reserve Component (RC) integration is to produce RC units and individuals ready to mobilize, deploy, fight, and win in support of USAREUR requirements and missions. Proper and effective RC program management is required to achieve this goal and to support the high operating tempo (OPTEMPO) and personnel tempo (PERSTEMPO) in theater.

a. Capitalizing on the strengths and abilities of the RC reinforces Army training and readiness requirements, helps USAREUR meet training needs, and forges a sound relationship between training and actual operations. Commanders at all levels will consider using RC assets to supplement, augment, or replace key components during training.

b. During training, commanders of active component (AC) sponsoring units will determine if RC units and soldiers are able to meet the requirements for Sergeants Time Training, Soldiers Time, and weekend and holiday training, according to chapter 4. When planning this training, commanders will be aware of RC timelines and ensure coordination is made early enough to provide lead-time for RC integration. The sponsorship of Reserve soldiers coming to USAREUR provides benefits to the entire command. Reserve-soldier sponsorship is essential to proper mission coordination and execution.

c. All RC mission-essential task list (METL) tasks will be integrated across the spectrum of contingency operations, mission support, and mission sustainment. The Senior Army Reserve National Guard Adviser, USAREUR; the Senior United States Active Reserve Adviser, USAREUR; and the Commanding General, 7th Army Reserve Command (7th ARCOM), are responsible for the coordination and oversight of all RC training programs, and can provide scheduling, funding, and integration information to AC forces. Overseas Mission Support (OMS) programs provide the largest Reserve force multiplier in USAREUR. OMS program management must be conducted according to AR 350-9. Units deployed in an OMS status require doctrinally correct training scenarios and proper evaluation.

F-2. TROOP PROGRAM UNITS

The 7th ARCOM commands and controls organic United States Army Reserve (USAR) Troop Program unit assets in theater. The 7th ARCOM mission is to provide USAREUR with forward-stationed, trained and ready units and individuals and, on order, to conduct mobilization-support operations. Unit training is related to the METL with the goal of producing units that are able to mobilize, deploy, fight, and win. The 7th ARCOM training program makes the most of USAR integration.

F-3. ACTIVE GUARD/RESERVE PROGRAM

The Active Guard Reserve (AGR) program allows RC soldiers to fill full-time positions for the Army National Guard or USAR under the U.S. Code, title 10. The AGR staff augmentation of USAREUR and its commands (UR 10-5, app A) provides a critical RC-integration function. AGR workshops are conducted to ensure all AGR personnel assigned to USAREUR are properly monitored, integrated, and performing optimum duties in their assigned areas. AR 135-18 provides more information on the AGR Program.

F-4. INDIVIDUAL MOBILIZATION AUGMENTATION PROGRAM

Training individual mobilization augmentation (IMA) soldiers is essential. USAREUR provides the visibility and integration of valid training requirements and opportunities.

a. The Senior USAR Adviser, USAREUR, will conduct a yearly IMA workshop with the primary goal of improving the overall management of the IMA Program at HQ USAREUR/7A and in USAREUR commands.

b. Scheduling IMA soldiers for annual training is the responsibility of the using unit, not the soldier. IMA sponsors are responsible for IMA program management according to AR 140-145.

F-5. OVERSEAS MISSION SUPPORT PROGRAM

OMS programs provide the only training opportunity that allows RC units based in the continental United States (CONUS) to train in USAREUR. OMS programs will be managed according to AR 350-9.

a. RC advisers will coordinate all RC OMS deployments with the Exercise Division, Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A.

b. Every RC unit that deploys to USAREUR in an OMS status, and that is scheduled for an evaluation will receive a training assessment model (TAM) or a memorandum of evaluation.

c. Proper evaluation of RC-unit support in USAREUR is essential. Without timely feedback in the form of a TAM or memorandums of evaluation, the RC cannot improve its performance or continue its OMS in USAREUR.

F-6. OPERATIONAL AND MISSION SUPPORT

a. An essential role of the RC in USAREUR is to help the AC during high OPTEMPO and PERSTEMPO. This support can be a “win-win” situation for the AC and RC if incorporated properly.

b. Careful planning and integration of RC programs, such as the OMS, AGR, IMA, active duty for training (ADT), and active duty for special work (ADSW), can provide relief to the AC and training benefits for RC units and individuals. To achieve this goal, RC units and individuals will be offered doctrinally correct training scenarios and rigorous evaluations.

F-7. TEMPORARY TOUR OF ACTIVE DUTY PROGRAM

Temporary tour of active duty (TTAD) is voluntary active duty performed by Army Reserve soldiers in support of the AC. The objective of the TTAD program is to use a soldier’s primary duty skill to accomplish a specific AC mission.

a. The ODCSOPS is responsible for managing the TTAD Program. The Senior USAR Adviser, USAREUR, will coordinate requirements, program execution, and recommended priorities. All requirements will be reviewed and prioritized by the Senior USAR Adviser, USAREUR, and the Chief, Operations Division, ODCSOPS, before submission to the Deputy Chief of Staff, Operations, USAREUR, for approval.

b. The TTAD program is not intended to accomplish Reserve Force missions, support special projects, or staff augmentation.

c. AR 135-210 provides information on requesting TTAD soldiers.

F-8. ACTIVE DUTY FOR TRAINING PROGRAM

The ADT Program allows RC soldiers to perform full-time duty in active military service. The purpose of ADT tours is to provide initial or sustainment training to RC soldiers.

a. ADT categories include professional development education (PDE), exercise participation, readiness training, and operational and mission support. ADT tour lengths are normally 30 to 90 days, but may be up to 179 days.

(1) Because of limited funding, most ADT performed concentrates on operational and mission-support activities to support the USAREUR METL. RC advisers concentrate limited resources on training programs that emphasize the staffing and operational skills of RC soldiers. These soldiers are integrated at all echelons of the command-and-control network in USAREUR. RC advisers usually provide funds for pay and allowances.

(2) PDE for unit members is intensively managed by the United States Army Reserve Personnel Command (AR-PERSCOM) and 7th ARCOM for courses required for enlisted, officer, and warrant officer promotion. The AR-PERSCOM centrally manages IMA and Individual Ready Reserve (IRR) soldiers with the supported command or agency. The Senior

Army National Guard Adviser, USAREUR, and the Senior USAR Adviser, USAREUR, manage all other training (except for 7th ARCOM personnel).

b. Commanders will send requests for ADT, if required, to the ODCSOPS, HQ USAREUR/7A (AEAGC-RC), Unit 29351, APO AE 09014. AR 135-210 provides more information on requesting ADT soldiers.

F-9. RC INDIVIDUAL SUPPORT OF JOINT CHIEFS OF STAFF, USEUCOM, AND USAREUR EXERCISES

The Senior USAR Adviser, USAREUR, and the Exercise Division, ODCSOPS, have established an integrated USAREUR-exercise augmentation program. This program provides a systematic process to properly fill individual-support requirements for USAREUR exercises.

a. The AR-PERSCOM has authorized funding for selected USAR IRR, Individual Ready Reserve Action Authority (IRRAA), and IMA soldiers to participate in USAREUR exercises. This program concentrates on major Joint Chiefs of Staff, USEUCOM, and USAREUR exercises that are repetitive to establish a systematic and enduring process.

b. Individual requirements are sent to AR-PERSCOM by May of the training year before the year the exercise will be executed. Exercises that offer high-value training opportunities for USAR soldiers will receive priority for augmentation.

F-10 THE INDIVIDUAL READY RESERVE PROGRAM

The IRR Program provides another source of RC soldiers to perform training and operational missions in USAREUR. These soldiers are available to perform 12-day tours.

a. Evaluations (officer and noncommissioned officer evaluation reports) and the Army physical fitness test are required for IRR soldiers during their tour of duty. RC soldiers participating in the IRRAA Program (also known as the Ready Patriots Program) will receive a higher priority for training.

b. The IRRAA is a unique subcategory of the IRR and is composed of members who can be called to duty involuntarily during presidential selective Reserve call-ups. The AR-PERSCOM coordinates and funds the RC soldier's tour of duty on receipt of requirements. All requirements will be submitted to the Senior USAR Adviser, USAREUR, at least 90 days before the tour start-date.

F-11. ACTIVE DUTY SPECIAL WORK (ADSW)

ADSW soldiers perform full-time active duty to support short-term, nonrecurring projects that are vital to the USAR or the ARNG and for which qualified active Army, AGR, or DA civilian personnel are not available. The purpose of ADSW tours is to accomplish projects or work for the RC.

a. Although Reservists usually receive training benefits from these tours, these benefits are incidental to the primary purpose of accomplishing the work.

b. The ADSW program is the lowest priority for RC advisers and has the most limited funding. AR 135-200 provides more information on the ADSW program.

GLOSSARY

**SECTION I
ABBREVIATIONS**

1st PERSCOM	1st Personnel Command
21st TSC	21st Theater Support Command
7ATC	Seventh Army Training Command
7th ARCOM	7th Army Reserve Command
AAR	after-action review
AC	active component
ACES	Army Continuing Education System
ACS	Army community service
ACTEDS	Army Civilian Training, Education, and Development System
ADCSOPS-T	Assistant Deputy Chief of Staff, Operations-Training, USAREUR

<i>ADR</i>	<i>Accord Européen relatif au Transport International des Marchandises dangereuses par Route</i>
ADSW	active duty for special work
ADT	active duty for training
AGR	Active Guard Reserve
AH	attack helicopter
AIT	advanced individual training
ANCOC	Advanced Noncommissioned Officer Course
AOAP	Army Oil Analysis Program
AOR	area of responsibility
APFT	Army physical fitness test
AR	Army regulation
ARCIS	Army Company Information System
ARNG	Army National Guard
AR-PERSCOM	United States Army Reserve Personnel Command
ARTEP	Army Training and Evaluation Program
ASG	area support group
ASI	additional skill identifier
AT/FP	antiterrorism/force protection
ATRRS	Army Training Requirements and Resources System
AUEL	automated unit equipment list
BCT	brigade combat team
BCTP	Battle Command Training Program
BFT	battle-focused training
BNCOC	Basic Noncommissioned Officer Course
BOS	battlefield operating system
BSB	base support battalion
BT	Bradley table
BTA	Baumholder Training Area
BUCS	backup-control system
C4I	command, control, communications, computers, and intelligence
CALFEX	combined arms live-fire exercise
CALL	Center for Army Lessons Learned
CATC	Combined Arms Training Center
CBS	corps battle simulation
CCTT	close combat tactical trainer
CFC	Combined Federal Campaign
CFX	command field exercise
CG, USAREUR/7A	Commanding General, United States Army, Europe, and Seventh Army
CHRNA	Civilian Human Resource Management Agency
CLS	combat lifesaver
CMT	Common Military Training
CMTC	Combat Maneuver Training Center
CO2	Consideration of Others (Program)
COFT	conduct-of-fire trainer
CONOP	contingency operation
CPAC	civilian personnel advisory center
CPF	central processing facility
CPOC	Civilian Personnel Operations Center
CPX	command post exercise
CS	combat support
CSA	Chief of Staff of the Army
CSH	combat support hospital
CSM	command sergeant major
CSS	combat service support
CTC	combat training center
CTT	common task test

DA	Department of the Army
DEXR	deploy, enhanced STX, external evaluation, redeploy
DOS	Directorate of Simulations, Seventh Army Training Command
EDRE	emergency deployment readiness exercise
ERFS	extended range fuel system
EXEVAL	external evaluation
FCX	fire-coordination exercise
FEM	force enhancement module
FM	field manual
FMOD	German Federal Ministry of Defense
FTX	field training exercise
FY	fiscal year
GCA	ground control airborne
GTA	Grafenwöhr Training Area
HAZMAT	hazardous material
HEED	Helicopter Emergency Egress Device
HIC	high-intensity conflict
HN	host nation
HQDA	Headquarters, Department of the Army
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
HST	home station training
IFF	identification friend or foe
IMA	individual mobilization augmentation
INIWIC	Non-Lethal Individual Weapons Instructor Course
IOD	International Operations Division, ODCSOPS, HQ USAREUR/7A
IRR	Individual Ready Reserve
IRRAA	Individual Ready Reserve Activation Authority
ISO	in the spirit of
ITAM	Integrated Training Area Management
ITC	inprocessing training center
JCATS	joint conflict and tactical simulation
JCTP	Joint Contact Team Program
JMETL	joint mission-essential task list
JTF	joint task force
KSA	knowledge, skills, and abilities
LFX	live-fire exercise
LSDP	Leader and Staff Development Program
LTA	local training area
MACS	multiple arcade combat simulator
MAIT	maintenance assistance and instruction team
MASH	mobile army surgical hospital
MCA	maneuver coordination area
METL	mission-essential task list
MFT	master fitness trainer
MILES	Multiple Integrated Laser Engagement System
MOOTW	military operations other than war
MOS	military occupational specialty
MOUT	military operations in urban terrain
MRE	mission-rehearsal exercise
MTA	major training area
MTP	mission training plan
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academy

NCODP	noncommissioned officer development program
NL	nonlethal
NLW	nonlethal weapon
NVG	night vision goggles
O/C	observer/controller
OCPA	Office of the Chief, Public Affairs, HQ USAREUR/7A
OCSURG	Office of the Command Surgeon, HQ USAREUR/7A
ODCSENGR	Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A
ODCSIM	Office of the Deputy Chief of Staff, Information Management
ODCSINT	Office of the Deputy Chief of Staff, Intelligence, HQ USAREUR/7A
ODCSLOG	Office of the Deputy Chief of Staff, Logistics, HQ USAREUR/7A
ODCSOPS	Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A
ODCSPIIM	Office of the Deputy Chief of Staff, Personnel and Installation Management, HQ USAREUR/7A
ODCSRM	Office of the Deputy Chief of Staff, Resource Management, HQ USAREUR/7A
OJA	Office of the Judge Advocate, HQ USAREUR/7A
OMS	Overseas Mission Support
OPD	officer professional development
OPFOR	opposing force
OPLAN	operation plan
OPTEMPO	operating tempo
OSGS	Office of the Secretary of the General Staff, HQ USAREUR/7A
PCOFT	Patriot Conduct-of-Fire Trainer
PCS	permanent change of station
PDE	professional development education
PDP	predeployment processing
PERSTEMPO	personnel tempo
PfP	Partnership for Peace
PFP	physical fitness program
PGS	Precision Gunnery System
PGT	platoon gunnery trainer
PLDC	Primary Leadership Development Course
PMCS	preventive maintenance checks and services
POC	point of contact
POR	preparation for overseas replacement
POSH	prevention of sexual harassment
PPE	personal protective equipment
PRIME	Precision Range Integrated Maneuver Exercise (system)
QTB	quarterly training briefing
RC	Reserve Component
REDTRAIN	Readiness Training (Program)
ROE	rules of engagement
S3	operations and training officer
S4	supply officer
SA	security assistance
SAEDA	Subversion and Espionage Directed Against the U.S. Army
SL	skill level
SMCT	Soldier's Manual of Common Tasks
SOF	safety of flight
SOFA	Status of Forces Agreement
SOP	standing operating procedure
SRP	soldier readiness program
SSG	staff sergeant
STC	senior tactical commander
STP	soldier training publication
STRAC	Standards in Training Commission
STX	situational training exercise

TADSS	training aids, devices, simulators, and simulations
TAM	training assessment model
TAMIS	Training Ammunition Management Information System
TAMMS/PLL	The Army Maintenance Management System/prescribed load list
TAMS	Training Ammunition Management System
TC	training circular
TEAP	Treaty Engagement Activity Program
TEWT	tactical exercise without troops
TJAG	The Judge Advocate General, HQDA
TMDE	test, maintenance, and diagnostic equipment
TRADOC	United States Army Training and Doctrine Command
TSAE	Training Support Activity, Europe
TSC	training support center
TSG	The Surgeon General
TSP	training-support package
TSV	through sight video
TTAD	temporary tour of active duty
TTP	tactics, techniques, and procedures
TWGSS	Tank Weapons Gunnery Simulation System
UCOFT	unit conduct-of-fire-trainer
ULLS-G	Unit-Level Logistics System--Ground
ULM	user-level maintenance
UMC	unit movement coordinator
UMD	unit manning document
UO	urban operation
UP	USAREUR pamphlet
UR	USAREUR regulation
U.S.	United States
USAR	United States Army Reserve
USASETAF	United States Army Southern European Task Force
USCINCEUR	United States Commander in Chief, Europe
USEUCOM	United States European Command
UTEP	USAREUR Training and Evaluation Program
VOCO	verbal orders of the commander
WPC	Warrior Preparation Center

SECTION II

TERMS

certification gate

A task or objective that a unit must complete before moving on to the next task or objective.

combined arms live-fire exercise (CALFEX)

A high-cost, resource-intensive exercise in which player units move or maneuver and employ organic and supporting weapon systems using full-service ammunition with attendant integration of all combined-arms, combat-support, and combat-service support functions.

defense operations

Operations used to defeat an enemy attack, gain time, economize forces, or develop conditions favorable for offensive operations to allow Army forces to regain the initiative.

density

A prescribed type of unit training period for a specific length of time at a designated location.

fire-coordination exercise

A medium-cost, reduced-scale exercise that may be conducted at team, company, or battalion task-force level. Fire-coordination

exercises are used to train company commanders on fire integration.

fratricide

The killing of friendly forces.

individual training

Training that officers, noncommissioned officers, and soldiers receive in units, at institutions, through self-study, and through supervised, on-the-job training. This training prepares the individual to perform specified duties or tasks related to the assigned or next-higher specialty code or skill level and duty position.

Joint Conflict and Tactical Simulation (JCATS)

Computer-generated battle simulation used for battalion and company battle-focus and battle-synchronization training.

live-fire coordination exercise

An exercise to evaluate a company commander's ability to effectively integrate organic weapon systems and indirect and supporting fires. The fire coordination exercise is a gate to this exercise. Artillery units allocate live rounds for this exercise. Commanders may consider integrating aviation and close-air support. Tank and Bradley main-gun rounds are not necessary for this exercise.

local and major training areas

Land facilities that offer the potential to support effective and efficient training and over which the U.S. Forces have substantial control.

low-density military occupational specialty

A military occupational specialty that has relatively few slots in units.

military education

The systematic instruction of individuals in subjects that will increase their knowledge of the science and art of war.

military exercise

A military maneuver or simulated wartime operation involving planning, preparation, and execution. Military exercises are carried out to train and evaluate units and personnel.

military training

The instruction of personnel to improve their ability to perform specific military functions and tasks, or the exercise of one or more military units conducted to enhance their combat readiness.

mission-essential task list

A compilation of collective mission-essential tasks that will be successfully performed if an organization is to accomplish its wartime mission.

model

A representation of some or all the properties of a device, system, or object.

multiechelon

Simultaneous conduct of different events by a unit or the accomplishment of different tasks by elements of the unit.

offense

Operations directed against an enemy with the objective of destroying or defeating it.

stability operation

An operation that promotes and protects U.S. national interests by influencing the threat, political, and information dimensions of the operational environment through a combination of developmental, cooperative activities and coercive actions in response to a crisis. The presence of Army forces promotes a stable environment, enhances regional stability, and supports economic prosperity.

support operation

Operations that use Army forces to help civil authorities (foreign and domestic) prepare for or respond to crises and relieve suffering. Domestically, Army forces only respond when the National Command Authority directs. Army forces operate under the lead federal agency and comply with provisions of U.S. law, including the Posse Comitatus and Stafford Acts.

sustainment training

Individual and collective training conducted in unit or resident schools, units, and organizations to ensure continued expertise in the operation, maintenance, and employment of fielded systems or equipment.